

Maclean's

Canada's Weekly Newsmagazine

May 31, 1999

CANADA
REDEFINING FAMILY
BUSINESS
THE END OF EATON'S?

ISRAEL
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CHALLENGE



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Editor

The campaign for the CBC shortlist

The phone lines are burning across the country. Over dinner lunches, deals are being proposed, secret understandings struck. The object of all the lobbying is the possibility of the CBC and yet another decision Prime Minister Jean Chrétien has to make soon. What he decides is likely to shape the future of public broadcasting for years to come. How will he come down?

Second candidates are on the shortening list to replace president Ferns Bessy, the former Conservative cabinet minister whose term ends in September. Among them:

• **Richard Stenberg**, 51, president and CEO of Star Choice Communications Inc., the satellite TV company controlled by Calgary's Shaw Communications Inc. Stenberg is promoting his candidacy as part of a "dream team" consisting of Trina McQueen, the former CBC executive who is now president of the Discovery Channel, and François Macerola, executive director of the funding agency Téléfilm Canada. Harvath Minister Sheila Copps reportedly is backing the Stenberg-led McQueen, much admired within CBC, has been mentioned as a candidate for the presidency in his own right. She might pass it up if asked.

• **Peter Herndorf**, 58, recently retired head of the TVOntario network, has the support of several key House cabinet ministers, plus news anchor Peter Mansbridge and other key editorial employees in the English network. The handshippers assure that editorial support is enough to run



Robert Lewis' crucial support in the 1992

his prospect with Chrétien, who has made it clear he believes the CBC—and Mansbridge—have been unfair to his Liberal government. Herndorf also does not speak French, which Chrétien feels is essential in dealing with what he regards as separatist bias in the French-language Radio-Canada network.

• **Bob Rubinovitch**, 55, has the merit of being everyone's second choice—and apparently the first of Chrétien's key adviser and fellow Minister. Eddie Goldenberg, the bilingual Rubinovitch has a strong pedigree in Ottawa, where he served as an effective and senior hand in the ministry of communications. He is now ready to plunge back into the fray after nine lucrative years as vice-president of Chridge Inc., the broadband family ownership arm. A serious public policy wonk, Rubinovitch has picked up high finance and broadcasting experience inverting for the Broadfront and serving on the board of Grapex Odors Inc. and NetStar Communications Inc. He shares Chrétien's unease about bias at Radio-Canada, but is a firm believer in public broadcasting.

In the end, the decision will be Chrétien's alone. Several ministers opposed his plan to appoint Bessy in 1995. This time, they know there could again be surprises. All bets are off.

Robert Lewis

Newsroom

Notes

Happy news

At a time when the Canadian magazine industry feels under attack from U.S. politicians and trade negotiators, it is a pleasure to report some happy news to our readers. Last week, the Canadian Journalism Foundation, a blue-ribbon body dedicated to the enhancement of

journalism, announced that Macdonald is the winner of its 1999 Excellence in Journalism award. "For almost 100 years," said foundation chairman Kenneth Nash, the former CBC-TV anchor, "Macdonald has embodied excellence, building a strong and rich tradition of reporting events and people due mainly to Canadians." He made particular note of cover stories last year that exposed systemic sexual abuse in the Canadian military—an investigative journalism effort that earned the magazine non-peaceful mention for the Michener Award for Merit in Public Service

in Journalism. Nash also cited "The Macdonald Health Report," published last June, the annual university rankings issue and the special 1998 Canada Day feature on "The 100 Most Important Canadians in History."

Sharing the spotlight at CJF ceremonies in Montreal and Toronto was one of Canada's pre-eminent broadcast journalists, Bernard Demore, the longtime anchor of Radio-Canada's *Nouvelles*. Demore, 55, was chosen to receive the foundation's Lifetime Achievement Award. The award will be presented at a dinner on June 9.



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Get it. Be moved.

This roadster wants to be let out. Now. To grab and hold the curves as tight as it will take your breath away. To run free with an exhilarating 14-valve 1800 cc engine and precise 5-speed gearbox that responds to your slightest touch. The 1999 Mazda Miata. Open it up and it'll open you up. Ask your dealer about the 18th Anniversary Limited Edition Mazda Miata or visit our website at www.mazda.ca for more information on the entire Mazda line-up.



Selling water

The sale of large volumes of Canada's water would surely be a prelude to massive water diversion schemes ("Hot wars," *Canada*, May 17). Worldwide experience has shown that the effects of water diversion are unpredictable and irreversible. An examination of the Aral Sea catastrophe in western Asia, where an irrigation project diverted water from two rivers, should be mandatory for any Canadian politicians bent on selling off an integral part of our holdings, which should be respected and not exploited. The project succeeded in cultivating a huge desert region, but the sea has retreated 180 km from its original shoreline, causing the collapse of local fishing and shipping industries.

Tom MacGregor, Lake La Biche, Alta.

Maybe by selling water we could pay off the country's huge debt, pay for desert reclamation, take care of the homeless and adequately fund our educational system. I don't mean to sell our precious water from any lake or river where it will go on headlong, or to leave less water for any Canadian cities—that has to be guaranteed. But why not pump it off peak before it flows into the oceans, and sell it to anyone who will pay our price? Think of the wide benefits, too, in building pipelines to pump to fill Canadian-made ships, needed by Canadians,



Newfoundland's Catherine Lake, experts

with water for transport around the world. Move over APEC, here comes Canada into the 21st century.
Bruce Manning, Surrey, B.C.

'A single airline'

It is unconscionable that governments should expect two airlines to compensate each other and still provide service on uncompetitive routes where the social benefits far outweigh the potential for profit ("A dead end for Canada," *Business*, May 16). Is it really so difficult to sever the ties of a single national airline? Can we not combine the best virtues of Canadian Airlines and Air Canada, improve their efficiency by avoiding duplication of support services and merge the continuity of service on unprofitable but socially necessary routes by a well-run, more government-innovative? Just one national airline that we can be really proud of is surely not too much to ask.
Susan Wright, St. Catharines, Ont.

Enthusiastic astronauts

While attending the April, 1998, launch of a shuttle flight carrying an old friend, Dr. Dave Williams, at Cape Canaveral, Fla., my family and I had the privilege of having Jolie Parente show our pre-launch bus tour of the Kennedy Space Center. She was an animated and inspiring host; her knowledge and energy were infectious. Your article perfectly captured Parente's spirit, drive and, above all, enthusiasm ("Astronauts accomplished," *Space*, May 17). In fact, these are qualities shared by all of Canada's astronauts—we have also been fortunate to meet Dr. Barbara Bender and Marc Garneau. They do their country proud as they work hard to expand the frontiers of human knowledge.

Brian H. Grant, Peterborough, Ont.

The trouble with lists

Allan Dodderingham (yours) on his shaggy wisdom, failed to include his mediocre self in his list of "celebrities" ("In greater of modesty," *Alton Dodderingham*, May 17). If only he got around to subscribing on readership, he truly will most certainly head the list.
Mel B. Jones, Ojima, B.C.

Let me join the crowd who've pointed out Allan Dodderingham's big omission of Alberta's Ralph Klein from the "reflectivity" column. Seeing your Klein should be number 1 on such a list.
R. M. Sheppard, Interlaken, B.C.

Risky food?

Judy Wasytycia-Loss, federal NDP health critic, is correct in the opinion that Canadians need to know that genetically modified foods are safe to eat and not destructive to the environment ("Impacting with the natural order," *Health*, May 17). But her suggestion that "in the meantime, we have no success at all" is puzzling. All genetically modified seed products must undergo several years of rigorous testing and evaluation, including potential risks to the environment and to human health, before they can be used or sold in Canada. No new product is released for

Executive Real Estate Advertising Supplement

MACLEAN'S TORONTO EDITION - MAY 31, 1999



Harvard Construction has created a country condominium community, Glenhurst Forest, in Unionville at 16th Avenue and Warden Avenues, adjacent to the York Downs Golf Club. These country homes are located on eight acres of mature maple, oak and walnut trees.

ENJOY THE KID-FREE YEARS in a CONDOMINIUM

Live in a country manor or in a cosmopolitan high-rise penthouse

Imagine for a moment that your last child has finally moved out and you are wondering what to do with your big house. You are not alone. This segment of the population has been one of the driving forces in the record sales of condominiums in Toronto. According to Danielle Fedler from Tridel, Toronto's largest condominium builder, sales this spring have been strong at all their sizes. Rising confidence in the market is also

reflected in the launch of spectacular new condominium communities in the city core and the suburbs. Sales for 1999 are expected to exceed over 7,000 condos, the highest level since 1989, when sales were over 11,000, according to Barry Lyon Consultants Limited. The report goes on to say that average prices of new condos will rise to \$210 per sq ft by 2003, meaning the investment potential is improving rapidly along with this growth. ▶

Letters to the Editor

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LIFE HAS, Quite Simply, NEVER BEEN SO GOOD.

DO YOU STILL WANT to be bothered with maintaining a large residence, or do you want to spend the time enjoying all the finer things that life without kids has to offer? If so, a condominium lifestyle may be the answer. There is no beating a condominium for convenience.



39 Avenue is characterized by its strong multi-dimensional design that contrasts all four sides of the building. The home's front facades and terraces of up to 800 sq ft. From a distance, this elegant building resembles a grand residence with a distinct European influence.

One tip to remember when buying real estate is to be one of the first to buy in a new home community, so you can select from the units or locations that have the best value. Buying early gives you the chance to save as sometimes builders take prices when the units sell quickly. Condominium projects can sell very fast. It is not unusual to see 30 to 75 per cent of the units selling in the first weekend if the project is located in a high demand location, your commitment may also pay dividends in the future.

Nickelville, for example, has been segmented by the successful launch of new condominium residences such as the Prince Arthur by Monarch Development Inc. and Dumas by The Dumas Group. The value of the surrounding real estate will create an upward pressure on prices. And now there is a new project in Nickelville called 39 Avenue by Monarch Development Inc. being launched this spring.



This kitchen located at 39 Avenue boasts a DCS 30" gas range (not typically found in rental apartments), a Bosch dishwasher and, in the peninsula cabinet, a full-size refrigerator. Many kitchen designs feature breakfast bars or separate breakfast areas.

PROJECTS LAUNCHED IN 1998 PRICE PER SQUARE FOOT

City	Project	Price per sq. ft.
Toronto	The Birch Hill	\$334
Toronto	The Birchwalk	\$280
Toronto	Conna	\$301
Toronto	French Quarter	\$307
Toronto	King West Village Lofts	\$184
Toronto	Lawrence Park	\$240
Toronto	Thirty Three Delisle	\$307
Mississauga	Parkway Plaza	\$190
Oakville	Park Place in Oak Park II	\$172
Scarborough	Markham Gardens	\$179
Scarborough	Residences of Beacons	\$190
Average		\$218

Source: N. Barry Lynn, CondoWatch Canada

According to Stephen Chen, President of Monarch Development Inc., the company's architectural landscape with its condominium design, "to reflect the beauty of the most renowned cities in the world, such as Paris, London and Manhattan."

Appearing in an array of layouts, the uniquely configured suites at 39 Avenue range in size from 714 to more than 2,300 sq ft and are priced from \$229,900 to just under \$1 million. Purchasers can select from 17 suite designs in the 32-story, 76-condo building. While each has at least one balcony or terrace, some have up to three, some leading off from the master bedroom. Residents will be pampered with hotel-like services that include valet parking and daily laundry service. This is one of the few buildings that will have gas hook-up to each suite, allowing for outdoor barbecues and a DCS 30" gas range in the stunning kitchen.

If you prefer a more country ambience, you can look to Glenburn Forest. Monarch Development Corporation will be selling 36 luxury custom home condominiums this month on an eight-acre site near in Uxbridge. Residents of this exclusive community will drive along a winding road through mature woods (with some trees over 100 years old), then over a covered, park-like old stone gateway and up a steep to a terrace of two of the country-inspired homes. These unique residences are located at 18th Avenue and Marlin Avenue, adjacent to the private York Downs Golf Club.

Glenburn Forest is a magnificent collection of four luxury country custom homes, made up of three to five separate residences each. There will be only 36 condos available in this very exclusive neighbourhood. You can choose from three- and five-bedroom designs, priced from \$200,000 and ranging in size from 2,198 to 3,300 sq ft. Monarch President and CEO John Lamer states, "Residents will enjoy the benefits of living close to the city, but more importantly, they'll be enjoying a unique forest retreat." Constructed of fieldstone, brick and clayboard siding, each building will feature large porches, and many from with nine-foot ceilings.

The choice between the city or the country is a personal decision, a reflection of wants and dreams at this particular point in your life. With a condo, you can avoid maintaining a house and grounds as a thing of the past. You can now spend more of your time travelling, golfing, boating or anything else your heart desires. You can even spend more time with your grandchildren. The choice is yours. Discover and as neighbouring suburbs offer a choice of designs in a large number of great neighbourhoods.

Project Profile

THIRTY THREE DELISLE AVENUE: You are where you live

YOU ARE WHERE YOU LIVE

With one of the most prestigious addresses in early mid-century Toronto, Thirty Three Delisle Avenue is the new deluxe condominium at Yonge and St. Clair, offering the style and privacy of a pumped living. Situated on a quiet, tree-lined residential street, this 121-suite, mid-rise building caters to Forest Hill, Rosedale and Lawrence Park residents looking to downsize their home, while maintaining their principal living space, maximizing their leisure time and improving their lifestyle.

An interesting selection of over 40 designs offers professional suites with private



An impressive creative team including the internationally renowned Page & Steele architects, designer of many Toronto landmarks like the Harbour Twenty Three Skidmore. A spectacular furnished 1,232 sq ft model suite is now open for viewing at 1410 Yonge Street.

room terraces and up to 2,450 sq ft townhouses with private fireplaces, soaring 10-ft ceilings, seven-ft bay windows, French doors, marble and limestone or granite floors are only a few of the luxurious design details found in the suites. With five-star services like a 24-hour concierge, underground guest parking and a sparkling indoor swimming pool, Thirty Three Delisle offers a long list of amenities. These include a fully equipped spa room, exclusive landscaped terrace garden with barbecue and gazebo and an elegant meeting/dining room with full catering facilities.



Grand Opening



"Residents of this exclusive community will follow a winding road through mature woods, over a stone archway, past a stone gateway and up a steep to a terrace of two of the city's most beautiful homes since the first pioneers' shanty towns came to the property."

This is Glenburn Forest

Have conversations with nature, enjoy the most spectacular views.

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concerned, we would federal govern-
ment scientists are satisfied that the
product is safe. Critics may argue the
safeguards in Canada's regulatory system
to support their viewpoint, but con-
sumers need to know that these safe-
guards are in place.

Are Pesticides Safe?
Agriculture Canada Concerned About Pesticides
and the Environment, Montreal, Q.C.

How can the Canadian government
allow the distribution of genetically
engineered foods to unwitting con-
sumers? We had enough that we already
have indirect contamination of our food
from air, land and water pollution, but
now we are adding unknown and
untested substances to the food we eat.
Foods that contain genetically altered
material must be clearly labelled so con-
sumers can make an informed decision.

Tom Brice, Toronto

Taxes and services

Disen Francis has his ear right on
the beat. "It's high time we cut the tax-
and rates," May 26. The multitude of
government taxes, as well as overpaid
civil servants, has been crippling
Canada's economy for many years.

However, maybe I add that workers'
unions across the country have played
a major role in this waste? They would too
much power these days in processing
employment to workers.

Rob Woodruff, Ottawa

Like all taxpayers, I'm fed up with
the government. But what angers me
is Disen Francis's column. He has
been complaining of what U.S. gov-
ernments pay per capita for health
services (\$2,482 versus what Cana-
dians pay per capita (\$1,767). The
administration (and probably Congress
in U.S. health-care funding) is several
times more than the Canadian gov-
ernment. Remember this cost comparison
would be the per capita costs move
closer to each other. Canadian health-
care services, being pretty well universal,
would have the per capita costs being
on the beneficiaries of the system, the

total population in the United States,
the beneficiaries of Medicare are senior
citizens, who require more, and higher-
cost, health services. U.S. Medicare is
available to the destitute, who usually
delay seeking help until desperate
forces them, upon a higher-cost situa-
tion. Taking these factors into consid-
eration would bring the U.S. and
Canadian figures much closer, and in
any case, present a strong argument for
a Canadian-style health-care system.

Will Bates, Toronto

The wrong federation

In your article "The Ganan began
its year" (*World/Special Report*, March
29), you stated that Kim Un-hong, "the
president of the International Inter-
national Education," really isn't. It is a
conferment with two international
Olympic Committee members. Kim,
in fact, is not the president of our feder-
ation, he is the president of the World
Tadewode Federation. Our president
is General Choi Hong Hi.

Geoff Hocking, Executive Representative
Ottawa International Education, International,
St. Albert, Alta.

A moral question

I wonder about the 36 per cent
of Canadians who say "it is not morally
wrong to cheat on taxes" (*"Goldfish*
poll," *Opening Notes*, May 3). Do they
really believe that? If so, you would think
they would be out there lobbying the
government to change the law to make
it legal to cheat on taxes. And at least
some of them would surely be the
cheaters of their own convictions and
their cheating public as an act of civil
disobedience. The fact that they don't
suggest they only believe that cheating
on taxes is morally wrong, but we're going
to cheat anyway. In other words, they're
nothing but a bunch of hypocrites.

William Hughes, New Brunswick, P.C.

Of all the
positions on
the team,
he had
to play
goalkeeper.



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has been. But why goalkeeper? There's no glory, no room for excuses. He's the last player back and the whole team's depending on him. And yet he never stops smiling.



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minivan. Parents choose them because of their safety, because of their comfort and because of their dependability. After all, he's the goalkeeper, and the whole team's counting on him.



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"Honey, I'm just driving
over to Chuck's to pick up
my belt sender."

"Wait up,
I'll get my car!"



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A belt sender. A mailbox message. You really miss Chuck. You'll think of any reason to take the 1999 Intrepid for a spin. After all, its seductive appearance, sure-footed handling and ability to blow by slow poles helps the fact that it's an affordable family sedan. Granted, it does have a spacious interior and a huge trunk. And while the Intrepid will surely spruce up your driveway, the odds of it staying there are remote. Visit us at www.chryslercars.ca

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Opening Notes

Best-Sellers

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Portrait of a writer

Comprehensiveness and readability are the hallmarks of *Colin's Boy*. A Life (McGraw-Hill & Stewart) is a tribute to McGill University professor François Razouk to the remarkable Canadian literary figure with whom he shared a close friendship for a decade. Razouk was 26 when he first met Ray in 1973. She had already gained international fame for her writing, and he eventually filled in as her private secretary. Ray wanted Razouk to write her biography after her death—which occurred in 1983 when she was 74. It took him 15 years, and the end result is an intimate portrait of Ray's life starting with her childhood in St. Boniface, Man. Razouk shares his relationships and her writing career, including her first published novel in 1945, *Business*, her memoirs, which was later called *The Five Years*.



Backstage



Anthony Wilson-Smith

In the world of spin doctors

Among commentators, probably the most famous underdog in Canadian political history was that down-home and so-called Peterson before the 1985 Ontario provincial election. With the help of media guru Marshall Klein, Peterson metamorphosed from a fringe, shaggy, ill-mannered and bespectacled hair care salesman, silver-haired, voice-giving machine who won two successive elections. The tools of transformation included contact lenses, a diet, a well-publicized jogging regimen, and the public understanding of Peterson's sharp wit. But consider the results when similar efforts were applied to former Ontario Progressive Conservative Leader Larry Grossman before the 1987 election. To match Peterson's newly big image, Grossman was advised to ditch his glasses in favour of contact. He did, and lived it—but focus groups were unimpressed by the change. As a result, Grossman ran the election campaign wearing non-prescription plain-glass spectacles—with contact underneath. He lost. Similarly, Reform Leader Preston Manning several years ago hid his saggy, dimpled chin glasses, changed his hairstyle, swapped his off-the-rack clothes for Hugo Boss designer lines, and took lessons to rid his voice of its squeak. The efforts attracted no small ridicule, and few new votes.

The moral is that it's often not as much for being in disguise (or for "group insurance") as it's cracked up to be. In the past and now, world created by books (*Goodwill*) and books (*Political Spin*), whatever a flick may do will never be quite enough to please rapidly bucks. For one, it's considered a given that in public appearances, political leaders should always stick to the same one or two points. But when Liberal Leader Dalton McGuinty did that at the Ontario provincial leaders' debate last week—repeatedly referring to health and education issues at election priorities—he was criticized by the media for appearing inflexible. So much for the importance of saying "on message."

These days, the stakes for so-called spin doctors are higher than ever, both for their clients and themselves. Sometimes Bill Clinton adviser James Carville has become a millionaire by appearing on talk making speeches and selling his Capote-inspired electioneering advice all over—most recently in Israel. When House spokesman Joe Lockhart talks with the press for a rare often than does Clinton, Prime Minister Jean Chrétien's communications director, Peter Donohue, always appears on television. That like Lockhart, Donohue represents the most regular contact that reporters have with the actual leader, and that is the actual target of his boss's image. Chrétien's close with Bill Fox, a former reporter and press secretary to Brian Mulroney, calls Donohue "the best spin doctor I've

ever seen in Canada." Still, fully-faced as his last 30s and personally upset, he orchestrated the strategy in the early 1990s that seems to have again criticism that Chrétien was out of date as a politician. In the 1993 campaign, Chrétien donated dinner shirts, was shown wearing a tie and helping laundry workers load laundry cans of beer, and joked pointedly that politicians "the only profession in which people say you have too much experience." Now, Chrétien's problems in that Donohue, after eight years at his side, is leaving at the end of June for an unspecified new job. He would be easily replaced.

Much as backhanded there, a good flick carries a remarkable skill set. Along with marketing ability, a flick must be a deft speechwriter, have a television producer's eye for the best camera angle at public appearances, have a press reporter's eye for a good anecdote, be conversant with major policy issues, and be able to deliver a sound bite interesting enough to get on the news, but not so compelling as to overshadow anything the boss says. Flicks should perceive their boss will not understand what they do, but will like for granted it be done well. In Ottawa, bilingualism is often central. Good flicks function as a bridge between two hostile groups—politicians and the people who cover them. Perhaps that's why prime ministers occasionally have disputes for the job. And perhaps that's why journalists have taken over the floor as success flicks: solutions between the two sides are too polarized.

While it's not always clear when it's a good time to become a flick, the signs are obvious when it's time to go. That's when media criticism seems to feel personal—and you find you agree with your boss's description of everyone outside your office as fools and idiots. For knew his time had come when two reporters wrote a story saying he had wrongfully filed expenses for buying drinks for several reporters—who then claimed he had not done so. When Fox confronted one reporter, and scolded details of their go-together, his accuser responded: "I didn't say we didn't have drinks, I just said I didn't remember." Says Fox, who recently wrote a book on political spin: "I told him, 'The way you spin lies, you should do my job.'"

That made it clear that former friends had become enemies, to no one's benefit. Fox almost mentioned the incident in his book *Spinners*, but saved a few pointed ones for the white room. Such a book, he says, would be titled *From Hell to Hell*—but if Fox ever returns as parliament, he jokes, he'll call it *From Hell to Hell*—and *Back There's* his success, regardless journey anyone making it should, like Fox, remember to pick their sense of humor.

The Best & Worst JOBS

By Ross Lever

Canadian workers are a restless lot—and bosses must make changes to hang on to the best

Caroline Armstrong is, in her own words, "an extremely organized person"—some might consider her a bit obsessive. Call it what you will, but attention to detail served her well during a 15-year career in customer service with Canadian Airlines. For most of that time, Armstrong loved her job, loved helping people, which is why her decision to take early retirement this month comes as something of a surprise. "Honestly, I was burned out," admits the 55-year-old Torontoan. The airline's unrelenting financial losses was hard on staff morale, but what really galled her was the pressure of handling ticket inquiries and complaints from passengers on the airline's busy shuttle flights between Toronto, Montreal and Ottawa. "People on these routes always

show up at the last minute and they don't travel on the flights they booked—they're either early or they're late—it's very stressful. And with the computer doing a lot of the work, I sometimes felt I wasn't much more than a cashier at a supermarket. I'd lost any sense of purpose."

This week, Armstrong starts a new career as a consultant helping busy professionals organize their offices and personal schedules. For the first time in years, she's looking forward to going to work, not because the pay will be any better—she'll actually be earning less, without any guarantee of steady work—but because, finally, "I'll do my job well, I can make a real difference."

A sense of purpose, a chance to make a dif-



ference, a belief that what we do matters—the phrases are familiar to anyone who studies workplace issues. How we feel about our jobs, experts say, often has little to do with the position itself or how much it pays, although both are undeniably important. When it comes right down to it, most people want to feel challenged in their work; they crave the satisfaction that comes from making an impact, however insignificant it might seem to others. The worst job? That's easy: it's the one where the boss treats you like an idiot, the customers shower you with complaints and opportunities for personal growth and development are non-existent.

Actually, there are all sorts of bad jobs, just as there are all sorts of jobs that people love despite the daily frustrations and annoyances. Most of the time, though, our jobs seem to fall somewhere in between: we are proud of our employer's products or services, intend to stay with the organization for several years and believe we are fairly paid—yet we sometimes

feel burned out and would probably jump ship if offered a similar job elsewhere for even a modest increase in pay.

Those, at least, are some of the major findings of an exclusive survey of 2,000 Canadian men and women conducted by MetLife by Aon Consulting Inc., an international human resources consulting firm with offices in Canada, the United States and 58 other countries. The survey, conducted this spring and sponsored in part by the Royal Bank, explored a wide array of work-related issues, from employees' feelings about job security, pay levels and stress, to their views on the balance between work and personal life, the quality of managerial talent in their organizations and whether their skills are keeping up with the demands of an increasingly complex and fast-paced economy. (To take part in the survey, respondents had to be 18 or older, working at least 26 hours a week inside the home for an organization with at least 20 employees. The national results are considered

Fewer than half of those surveyed said their firm is the best place to work

across to within five percentage points, 19 times out of 20.)

Overall, says David Seaman, a senior vice-president of *Am Consulting*, the research shows Canadians are committed to their employers and are willing to work hard, but will do so only if they feel the organization values them as much as it cares about consumers and shareholders. "The average Canadian worker is not disgruntled and not angry," says Seaman, who supervised the study. "They're hopeful that if they make a big contribution to the company, the company will recognize it."

One indication of attitudes about work were responses to the question whether people would switch employers if given the chance. Nationally, 69 per cent of the respondents say they intend to stay with their organization "for several years." Only 13 per cent definitely intend to leave their current employer; the rest are undecided.

On the surface, that might seem like evidence of an overwhelmingly satisfied workforce. But the response to several other questions pointed to an underlying mood of ambivalence, and in some cases outright discontent. Only 67 per cent of the sample say they would recommend their company as "one of the best places to work in the community," and only 45 per cent say they would definitely remain with their current employer if another organization offered them "a similar job with slightly higher pay." (When *Am Consulting* asked a representative sample of Americans those same questions earlier in the year, 54 per cent said their company was one of the best places to work, and 69 per cent said they would stay with the company even



Not. "People don't understand we provide a public service."

if offered a slightly better-paying job elsewhere.) When the Canadian results are analyzed by industry, an interesting pattern appears: employees of high-tech companies are the most likely (56 per cent) to agree their organization is one of the best places to work, yet they are the least likely (32 per cent) to say they would remain with that company if offered a better-paying position elsewhere.

Respondents to the survey were also asked to estimate how much of a pay hike it would take to entice them from their



Armstrong, burned out after 19 years at Canadian Airlines.

present employer. Twenty-eight per cent would switch for an increase of 10 per cent or less, while another 34 per cent would switch employees for a raise of between 11 and 20 per cent. Seaman believes the results underscore a problem for Canadian companies—one that will increase in importance as the economy strengthens and companies are forced to work harder to attract talented employees. "As the labour market tightens in Canada, organizations are going to find it difficult competing for the best employees," he says. "Companies that run short of particular skill sets are going to start playing multi-year, non-competitor employees, which they can do because people are obviously re-evaluated in improving their take-home pay. You already see that with the increase in cross-border recruiting by American companies."

Another sign of simmering discontent is the high level of stress in the workplace. More than one in three respondents (35 per cent) agree with the statement that "my job often is so stressful that I feel overwhelmed," while 23 per cent feel that way sometimes. In contrast, only 16 per cent say they often feel burned out from stress in their personal lives.

The long hours many Canadians work almost certainly contribute to job-related stress. A third of those interviewed work more than 40 hours a week, while 16 per cent are on the job more than 50 hours a week. But the results suggest workers' susceptibility to burnout depends on the industry in which they work. Among those interviewed, employees who work in government, education and health care were significantly more likely (44 per cent) to say they often feel burned out, followed by workers in manufacturing and construction (35 per cent), service industries (33 per cent), and insurance and finance (32 per cent). Respondents who work in agriculture were least likely to feel burned out, at 15 per cent.

Government, health and education employees also feel hard-pressed. Only 51 per cent of them agree they "have the resources I need to do my job well," compared with a national average of 61 per cent. And only 61 per cent agree their organization "satisfies our customers' needs," compared with an average of 69 per cent among all respondents. Public sector workers were also less likely than the other survey participants to say their organization is one of the best places to work in the community—but they were significantly more likely to re-

Attitude adjusters

The top five factors that affect job satisfaction and employee commitment in Canada, in order of importance:

1. Work/life balance
2. Opportunities for personal growth
3. Belief that the company satisfies customers' needs
4. Pay levels competitive with similar organizations
5. Belief that coworkers are keeping pace with the skills their jobs demand

Source: Am Consulting

The fact that many workers are feeling stressed and stretched, however, does not necessarily mean they dislike their jobs. To compare the attitudes of employees in various industries and job categories, *Am Consulting* created an index based on the answers to six survey questions measuring key aspects of job commitment. The results were then superimposed on a scale on which the average worker would score 100. Teachers and other educators emerged at the top of the range in terms of commitment, with a score of 106. Workers in aerospace industries are close behind, at 105.5. (A worker's workforce commitment index deals with respondents' willingness to recommend their employer's products or services; their feelings about the organization in a place to work, the likelihood that they will stay with the employer for the next several years, and their views about the skill level and dedication of their fellow workers.)

Why, if they feel burdened by cutbacks and work-related anxiety, do teachers score highly in terms of job commitment? Many Bailey, a Grade 5 teacher with 20 years' experience in Langley, B.C., is perhaps typical of those in her profession. Since she began teaching, Bailey says, "the demands have increased across the board." Yet when Bailey is asked if she likes her job, her answer is an unequivocal yes—and the reason goes far beyond the long summer vacations. "I guess it's because I believe you can make a difference with kids. It's nice to be able to mentor kids to learn and be good people."

Further down the scale, displaying lower-than-average levels of commitment, were workers in the retail and wholesale sectors, transportation, food and beverage, and consumer products. Lowest of all, with a score of 87.8, were employees

When big isn't better

My organization satisfies our customers' needs (by workers' rate, the percentage who agreed):

20 to 500 employees	94.9
501 to 4,999 employees	89.3
5,000 employees or more	81.4

A gender gap

My job often is so stressful that I feel burned out (by gender, the percentage who agreed or somewhat agreed):

Men	63.1
Women	63.8

Dedicated to the job

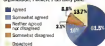
The following table rates employees of selected industries based on their responses to six survey questions measuring job commitment. The questions dealt with respondents' willingness to recommend their organization as a place to work, the quality of its products or services, the likelihood that employees will stay in the job for several years, and the skill level and dedication of their fellow workers. Industries were then ranked as a scale in which the average was set at 100.

Education	100
Non-profit	105.3
Utilities	102.8
Communications/telecom	102.1
High-tech	101.1
Miscellaneous services	100.8
Health care	100.6
Financial services/insurance	100.3
Manufacturing	100.1
Construction	99.9
Public service	97.7
Retail/wholesale	94.6
Transportation	94.2
Food/beverage/consumer products	94.1
Hospitality/entertainment	87.8

Source: Am Consulting

Equal pay?

Compared with people in similar jobs within my organization, I believe I am fairly paid:



I believe I am fairly paid compared with people in similar jobs at different organizations:



of the hospitality and entertainment industries, a category that includes hotel and restaurant staff, bartenders, theatre attendants and amusement park staff. Gregory Thomas, 24, an actor in Toronto who has worked at a variety of jobs in the service sector, says the problem often is not the position itself, but the way people at these industries are treated. "You're forced to do jobs sometimes that the rest of society looks down upon," he says. "People who are waiters, who work behind counters in stores, we think of them as they are more than all they want out of life."

One of Thomas's most humiliating experiences took place a year ago when he was working for minimum wage in a candy store crowded with children. When three customers jumped the queue, Thomas politely asked them to go to the back of the line. Two agreed; but the third, a middle-aged woman, blew up. "She started swearing a blue streak, calling me every name in the book. It was humiliating. I'm thinking I'd love to reach over the counter and slap her back, but I'm trying to set an example for the kids. You just have to grin and bear it."

In his job as a supervisor with the Calgary Parking Authority, Dave Noel, 51, also often more than his share of abuse. The firm doing the tolls newly hired parking enforcement officers is that they have to be thick-skinned. "People love to go by, call down their windows—especially to the poor guys out doing tickets—and give them the finger," he says. Although Noel has never been assaulted by an associate, he knows of one officer who was beaten severely with a spewer. "People don't understand that we provide a public service, we keep the traffic flowing. Sometimes parks on a crosswalk or close to a school, and because of that some child gets run over—how do we feel as a public when that happens?" Noel adds. "The feeling that we're providing a public service outweighs that negative feeling."

The same is true for a host of other public sector jobs in which the pay and working conditions are less than ideal. But it's not just teachers and nurses, to name two examples, for whose money and benefits are less important than intangible forms of reward. On average, says Sears, a person's level of pay is actually fourth on the list of considerations that affect his or her job commitment. By far the most influential factor, he says, is the balance between work and personal life, a issue that the company "respects and cares about, not as a perk" instead of treating its workers as cogs in a machine. Next in importance is whether the job offers opportunities for personal growth, followed by a conviction that the



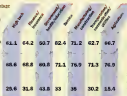
Thomas: "You're forced to do jobs that society looks down on"

organization satisfies the needs of its customers or the public. Those findings will come as little surprise to those whose job it is to attract and motivate employees. In the past few years, particularly in the United States as the unemployment rate has dropped to near four per cent (roughly half the Canadian rate), corporations of all sizes have been exploring ways to capture the hearts and minds of their employees there of

Upbeat in finance, down in the civil service

By sector, the percentage who agreed with the following statements:

1. I have the resources I need to do my job well
2. My organization satisfies our customers' needs
3. My job offers as much stress as I feel burned out



Canada versus the United States

The percentage who agreed with the following:

1. I would recommend my company as one of the best places to work in my community
2. My job offers as much stress as I feel burned out
3. My job offers as much stress as I feel burned out
4. Management recognizes the importance of my personal and family life



The experience of downsizing taught Canadian workers to trust no one and look after their own needs first



Boiling with her people: It's time to be able to measure back

handing out big pay increases. In the old days, managers typically didn't worry about such things. Bounced around on auto-pilot to obey orders, in return for which workers could look forward to steady, long-term employment. But the command-and-control mentality came under assault in the Sixties and again during the two recessions at the beginning and end of the Eighties, when many layoffs taught workers to trust no one and look after their own needs first.

Even if today's workers don't have the option of lifetime employment, it's unlikely many would choose it. Younger Canadians especially value freedom and flexibility, which is the ideal world means switching jobs—sometimes even once—several times during a working life. Similarly, many companies are looking to hire people with a broad range of professional or technical skills. "Twenty-five years ago, if I got a steamed across my desk from someone who'd worked at four or five companies I wouldn't even consider it, because it implied that person couldn't hold a job," says Michael McKinnon, president of Toronto-based consulting firm Sibson Canada Inc. "Now, it's the reverse. If I see a steamed that shows someone working for one company for 25 years, I would consider it because it means they don't have enough varied experience."

In all sorts of ways, companies are trying to adapt to the new Canadian worker. Human resource managers now speak of the "value proposition" between employer and employee, lin-

ing up for the notion that the relationship "must make sense for both parties," says Blair Ballard, the Royal Bank's manager of human resource planning. At McDonald's Restaurants of Canada Ltd., managers organize quarterly focus groups with employees and conduct one-on-one surveys twice a year to ensure that staff have an opportunity to air their views. "Employees today want to be more involved, they need solid 'employee communications,'" explains vice-president Roy Ellis.

Bell Canada, which in the past four years has shed 16,000 workers—a third of its 1995 payroll—is also searching for ways to foster employee commitment through performance-based pay and increased communication between workers and managers. One recent measure was the introduction of \$5,500 annual bonuses for technical employees who upgrade their skills. "What's different now is we see employee commitment as an integral part of providing service to the customer, which means more loyal customers and, hopefully, more profits," says Dennis Coleman, Bell's vice-president of human resources.

At yes, the bottom line. Companies that make a point of listening to their employees and keeping them happy don't do it out of the goodness of their hearts, but because it's good for business. Judging by the large numbers of people who would switch jobs given the opportunity, Canadian companies will have a long way to go. In fact, many employees aren't even sure the people to whom they report deserve to be in their jobs. Roughly half of those surveyed said their employers do a poor job of developing effective supervisors and managers, while only 17 per cent said their organizations exceed their expectations in that area. The implication is that many Canadians like their jobs in spite of their bosses—a clear sign, managers have their work cut out for them. Maybe they too can make a difference.

With *Brooks Bonnell* in Montreal, John DeLoren in Halifax, and *Debbie Hainsworth* and *Susan McClelland* in Toronto

The B.C. blues

The percentage who agreed with the following:

1. I would recommend my company's products and services as the best a customer could buy

Atlantic	73.2
Quebec	65.5
Ontario	68.8
Prairies	67.3
B.C.	67.1

2. I intend to stay with my organization for the next several years

Atlantic	78.9
Quebec	74.4
Ontario	67.6
Prairies	71.5
B.C.	67.8

3. Management recognizes the importance of my personal and family life

Atlantic	43.1
Quebec	42.6
Ontario	66.9
Prairies	53.2
B.C.	36

Source: See DeLoren

The Power in the Perks

Firms learn that pampering fosters a content, loyal staff

By Danyla Hrusaleshko

Pounding on her computer while on the telephone with clients takes a toll on Cassi Sebastian's body. As part of the product-support team for Merck Project Ltd., Sebastian spends her work day answering questions about the software her company makes for the oil-and-gas industry. The repetitive nature of the job can aggrivate her shoulder and make her neck stiff. Fortunately for Sebastian, 35, her company has cut out as people. Once a month, the firm brings in two therapists who provide Merck's 160 Calgary employees with free 20-minute massages. The company also hired an ergonomist to suggest



Merck's Sebastian gets a neck massage in Tronark's Leisure Zone (topright) using one on the job

improvements to work stations and equipped Sebastian with a headset so she no longer has to bend her neck down to cradle the phone. "It just means that my employer is concerned about my well-being in my workplace," Sebastian says. "It really does lead down to a happy workplace is a productive workplace."

These days, hand-wringing staff at many companies are starting to expect better treatment. And a growing number of progressive employers are responding with innovative arrangements to the experience of work. These range from massages and carefully designed offices to providing help for personal errands. In exchange for these perks, employees expect staff to be more productive and less likely to depart for greener pastures. That people require some pampering is

undeniable, says workplace consultant Barbara Moses, as shown in *The Good Housewife Goes to Work* by *Working in the New World*. Today's employees, she says, "are busy, overworked, productivity pressures, are typically trying to manage a very complicated and overburdened personal life and worried about future employment."

Anything that eases the strain can be a morale booster. Canada's a benefit offered by Andersen Consulting, the management experts with offices in Vancouver, Toronto, Ottawa and Montreal. The company hired 2 Places at 1 Time, a concierge service that runs

errands for staff. Under the plan—which Andersen subsidizes—employees pay between \$35 and \$100 an hour for a concierge to find or walk their dog, pick up groceries or get the oil changed on the family car. The helper will buy gifts if asked (donated goods around Valentine's Day, Mother's and Father's Day and Christmas), or research possible vacations.

Shelley Daville, who oversees Andersen's office operations in Canada, spends an average of \$40 a month on the service. Daville, who travels frequently, recently could not find time to phone around for a limousine for her home, so she got the concierge to make the arrangements. Daville does not consider the service a means of getting employees to work longer hours. "It just allows me to spend my free time with



family instead of running errands," she says. "I'd be very upset if they ever wanted to take it away."

Other companies have found different ways to improve the lot of employees. Pharmaceutical manufacturer Merck Project Canada & Co. in Kirkland, on Montreal's West Island, has several employees on flexible work plans, involving either telecommuting or job-sharing. The company has also created many common services at the main office, providing an on-site dry cleaner, mailbox, automated book order and dry-cleaning center. In addition, the firm is considering whether it can afford a fitness centre for the 950 people it employs.

But what are Merck Project staff, says Mike Larnoch, executive director of human resources, in its new policy on maternity leave. Starting last year, Merck Project began offering 18-week maternity leave that pay 100 per cent of a mother's salary. "It isn't be hard-pressed," Larnoch says, "to find any other company that does that."

Ross Serhovec, 36, has worked at Merck Project for 10 years and is expecting her second child in July. While she looks forward to the precious leave, she was also impressed last December when she was promoted to public affairs instructor even though management knew she was pregnant. "No every employer would do, she notes, to hand a woman a new job six months before maternity leave, with a raise to boot. "The way you're treated here means you can still pursue a family and a career at the same time," Serhovec says. "It also gives you a sense of belonging, that you have a future here."

There is a motivation behind these hours of employee generosity. Companies invest a lot of time and money in training employees who, in turn, become valued resources to customers and other staff. "Your assets," says Brad Badura, president of Tronark Investment Management Inc. in Toronto, "go up and down the cleaner every day" and

hanging on to them is essential. When Tronark last year decided it had had enough of downtown rents, the mutual fund manager moved most operations to a 20-minute subway ride north. Instead of parking all the savings, the company set aside money to create a high-tech and stylish workplace that looks more like a trendy furniture store than the soulless corridors of a money management firm.

Bright colors, art deco light fixtures, interesting angles and a liberal use of pale wood and stainless steel make for a lively, attractive environment spread over six floors of a modern high-rise. Among the perks are two billiard tables, a big-screen TV and a cypress bar. Tracy McArthur, a 29-year-old human resources specialist at Tronark, notices the striking contrast between her company's offices and others in the building on her daily elevator rides. "When you see the other floors," McArthur says, "you feel bad for them. Everything here is funky." Business says the rule of thumb when relocating is that a firm can lose up to 10 per cent of its workforce. "In our case, the numbers were insignificant."

Cultivating enthusiasm, respect and loyalty in an employee is a fine art, and not every company is good at it. As a counterpoint on contemporary workplace issues, Barbara Moses shares her head at some of the half-baked ideas employees have come up with to reward staff. In one of what she calls a "reward gone awry," Moses recalls an employee borrowing an alarm clock emblazoned with the company logo on a select few employees. "It completely turned them off," Moses says. "People were angry. I work for them, I don't want to wake up to them, I don't want to have to work with them." The bad thing for an employer to do, she adds, "is be overly in not using a one-size-fits-all approach in providing people with a sense of rewards." That way, Moses says, workers are more likely to have an appetite for their jobs. ■

The Family Redefined

The Supreme Court expands spousal support provisions to include separated gay couples

By D'Arcy Jenish

Rebecca Hunter and her partner of 6½ years, Debbie Lamb, were making their way through rush-hour traffic on a busy Toronto expressway last Thursday when they heard the report over the car radio. The Supreme Court of Canada had nullified an Ontario law denying same-sex partners access to spousal support if their relationship ended. The decision, declaring the law unconstitutional, forces the provincial government to contemplate amending that and dozens of other pieces of legislation in order to extend equal rights to heterosexual couples. Outside of Ontario, several provinces acknowledge that they, too, may have to amend dozens of laws in their provinces.

For Hunter and Lamb, high-school teachers who jointly own a house, a cottage and other assets, the high court ruling was both a legal and symbolic victory for gays and lesbians. "We shouted as soon as we heard the news," said Hunter.

"This society is finally recognizing that heterosexual couples deserve the same rights as homosexual couples."

The Supreme Court ruling came in a case known only as *M. v. H.* It involves a lesbian couple who split up in 1992 and became embroiled in an acrimonious dispute over dividing their assets, which included houses, property and a business. Lawyers who worked on *M. v. H.* surmise that across Canada there may be as many as 1,000 provincial statutes that discriminate against gays and lesbians. Brenda Calcutt had already taken the lead among the provinces by amending several laws to give homosexuals rights in child custody cases and spousal support among other things.

As well, a Toronto-based organization pressing for gay rights, the Foundation for Equal Families, has launched a legal challenge to 58 federal laws that say violate the equality provisions of the Charter of

Rights and Freedoms. Despite the odds ahead, gay and lesbian activists were in a celebratory mood following last week's ruling. "This is truly a great day in the history of our equality in this country," said Toronto lawyer Martha McCarthy, who represented the plaintiffs, throughout her seven-year battle. In her constitutional argument, McCarthy, backed by several rights organizations and the United Church of Canada, focused on a section of Ontario's Family Law Act that allows an spouse from a failed marriage or common-law relationship to apply to the courts for financial support. But the legislative definitions of spouse does not include men or women in same-sex unions. In an 8-1 ruling, with Mr. Justice Charles Gauthier dissenting, the Court gave the province six months to

amend the law. "The exclusion of same-sex partners from the benefits of the spousal support scheme," ruled the majority, "implies that they are incapable of forming intimate relationships of economic interdependence. This differential treatment discriminates... by violating the human dignity of individuals in same-sex relationships."

Partner Mike Harris said he would comply, however reluctantly. In multi-campaign for a June 3 election, Harris said that, if returned to office, his government will respect the ruling even though he subscribes to a more traditional notion of family. Conservative religious leaders responded guardedly. Archbishop of Toronto, and the provincial government should strive to protect the economic rights of same-

sex couples while maintaining the sanctity of marriage as a union between a man and a woman. Added Greg Wohl, president of the Evangelical Fellowship of Canada. "We encourage legislators to meet the ruling without eroding any further the place of marriage in this culture. Let marriage be marriage."

But elements of both church and state appear to be lagging behind public opinion on the issue. A national poll conducted in April, 1998, by the Toronto-based Angus Reid Group revealed that 75 per cent of Canadians believe that human rights legislation should protect gay and lesbians from discrimination. The survey taken shortly after the Supreme Court ordered the Alberta government to include sexual orientation as a prohibited grounds of discrimination in human rights act, found that 64 per cent of Albertans support such a measure. It also showed that fully 57 per



Hunter (left) and Lamb, relief that gay and lesbian legal issues has been clarified

Heartbreak on the Farm

As election fever mounts in Saskatchewan, temperatures are rising among the province's beleaguered farmers

By Brian Bergman

After a lifetime on the farm, Rusty Hamlin wonders if he's facing his final harvest. With grain prices at near-record lows, the 50-year-old Hamlin, who runs a 960-hectare grain and cattle farm near Rose Valley, Sask., 240 km east of Saskatoon, has watched his farm income plummet over the past two years. This spring, Hamlin is having to fend off a small army of creditors just to get a partial crop in the ground. Among his mounting debts: \$7,000 in unpaid property taxes, about \$12,000 in back rent that he owes the provincial government for a portion of the land he farms, and a \$20,000 bank loan he has now exhausted. "Unless something dramatic happens, I can't see us surviving," he says. For Hamlin, whose grandparent homesteaded part of the land he now farms, that is a grim prospect. "It's a gray way of life," he says of farming. "I just can't afford to live it anymore."

Hamlin is far from alone in feeling that his best days are behind him. Last year, the price for Canadian hard red spring wheat plummeted by a staggering 60 per cent while wheat prices slumped 61 per cent. But croakers now show some signs of recovery, but the going rate for some grains remains anemic and the grain outlook is gloomy. The impact of low commodity prices is being felt on farms across the country. But it is in Saska-

chewan, where wheat is king, and agriculture is everything, that the acrimony of the despair—and the rage over Ottawa's controversial attempts to deal with the farm crisis—is the most visceral. Last December, federal Agriculture Minister Lyle Yorlano brought forward the deeply debated Agriculture Income Disaster Assistance program—a two-year, \$600-million infusion of federal cash that was later matched by about \$600 million from provincial sources. But farmers complain that because of the AIDA program's strict eligibility requirements, many of the producers in greatest need fail to qualify for assistance. In Saskatchewan, barely 2,000 of the province's 55,000 farmers have even bothered to apply—with many complaining it is not worth the paperwork.

At the same time, a growing number of producers are contemplating the loss of their livelihoods—and, as a last resort, their lives. Since Nicholson of Big Beaver, Sask., started his own eulogistic conversation with one fellow farmer who was contemplating suicide as a way of coping with his debts, Nicholson, who is part of a grassroots farm lobby effort known as the Bergman Rusty Group, is also in regular contact with about a dozen beleaguered farm families in southeastern Saskatchewan who are engaged in a kind of "suicide watch"—they check up on each other daily to make sure no one is reaching the bleak-

ing point. "These are people who have parents they just can't meet and don't know what to do," says Nicholson. "They just feel like they are mad farmers."

Ironically, the farmers' plight is one reason Saskatchewan Premier Ray Romanow has been widely expected to call a spring election, perhaps as early as this week. And as it is on the land these days, the thinking goes, it will be that much worse by the fall—Romanow's other political window for renewing the NDP's four-year-old mandate. Last week, the signs of an impending election campaign showed. "While the NDP and the official opposition Saskatchewan Party didn't call an pre-election showdown 'suicide' suits, Romanow and his cabinet diligently attempted to clear the deck of some potentially explosive issues."

A \$18-million package to compensate David Milgaard for being wrongfully convicted of murder attracted the sparsest of headlines; indistinguishable smiles, Joyce, feeling her way to camp out on the lawn of the Saskatchewan legislature, still pines for her director (page 25). A bigger starling block, threatened to be the province's 8,400-member farmer union, which staged a 10-day legal strike in April. Communist talks broke off again last week and Romanow



Hamlin on his land. It's a gray way of life—I just can't afford to live it anymore.

has repeatedly said that he doesn't want to call an election until the issues' dispute is at least close to resolution.

Wherever the election comes, the farm crisis is certain to figure prominently. While most of the farmers' ire is directed at Ottawa, many are also angry that the Romanow government went along with the AIDA program. Currently, the Saskatchewan Party—a two-year-old coalition of former Conservative and Liberal MLAs, which now holds one seat in the NDP-led 60 in the 58-member legislature—intends to make it an issue. "The province didn't play an active enough role in shaping AIDA," says Saskatchewan Party Leader Elton Hermanson. "It may work in some parts of the country, but it isn't working here."

One of the most familiar lawsuits against the federal aid program is that farmers only qualify if their 1998 income was less than 70 per cent of their average income over the previous three

years. That rules out many Saskatchewan farmers who had already suffered steep income losses in the years leading up to 1998 due to drought and other severe weather conditions. Among them is 37-year-old Richard Yakovchuk, who runs a farm about 80 km east of Saskatoon, and whose tale of woe reflects the vagaries of grain farming on the unpredictable Prairies. In July 1997, gale-force winds ripped through his farm, taking out all of his grain bins and damaging his house. At the same time, a massive hail storm hit, wiping out nearly half his crops. Unhappily, Yakovchuk had to live his last summer crop. "It hadn't hailed in the area for 15 years," he explains. "But then it came with a vengeance."

Yakovchuk borrowed heavily to offset his losses and repair his property. In 1998, he decided to plant what he looked to be a profitable intensive crop—canola. He expected to get the average yield—between 28 and 32 bushels per acre. But his farm was in one of last year's drought

periods and he ended up getting only 9.5 bushels per acre. Ineligible for the AIDA program because of his 1997 losses, Yakovchuk says he finds himself this spring having to "beg, borrow and steal" to feed even a portion of his 440-hectare farm. And with commodity prices still in the cellar, the future looks bleak. "I'll have like hell to leave the farm," he says, "but you can't go on losing money year after year."

Saskatchewan Agriculture Minister Eric Upthall agrees the AIDA program is flawed. That is why, he says, the province lobbied so hard—and unsuccessfully—for changes before reluctantly agreeing to support the initiative in mid-February. While he still holds out hope of reworking the program, Upthall says that Saskatchewan has an even more pressing case to make to Ottawa. He points out that the grainers subsidize Ameri-

can and European farmers more in cost of the federal helping to depress international grain prices. In that division, he says, Canada is not doing enough to support its farmers. "Our questions for Ottawa are: are you in or are you out?" says Upthall. "Because if you are not in the game, we have to decide how we are going to survive on our own."

Wasteful acknowledges that farmers in Europe and the United States receive greater subsidies than their Canadian counterparts. But Ottawa, he adds, simply cannot afford to match them. As for the criticism of AIDA, Wastell says "farming is a risky business, and AIDA cannot be all things to all people." That is acute comfort to Hamlin and Yakovchuk, both of whom are now telling their children to avoid the family business. "I certainly won't encourage them to farm," says Yakovchuk, a father of three who runs a fourth-generation operation. "That is probably the end of the line as far as our family goes." In Saskatchewan this spring, that kind of pessimism is rampant. ■

Fury over a magazine deal

For a few hours last week, it appeared talks between Ottawa and Washington over Canada's protection of its magazine industry had collapsed and a full-blown trade war was imminent.

But after negotiation for both sides gave up their hands and walked away from the protected discussions last Wednesday, a flurry of high-level trade diplomacy—including a telephone chat between Canadian Trade Minister Sergio Marchi and U.S. Ambassador to Gordon Coombs—got the halting process going again.

Marchi's message, relayed by officials in Prime Minister Jean Chrétien's office, Canada is eager to cut a deal. The likely shape of that compromise: limit Canadian magazine imports according to an issue or Ottawa's long-standing policy of outlawing so-called split-run editions of U.S. magazines and in Canada with info on Canadian content carrying Canadian advertising. Industry sources said Ottawa was leaning strongly towards an agreement that would allow U.S. magazines to contain up to 17 per cent Canadian ads, without having to offer readers any Canadian articles and photographs.



Marchi charges of a 'subsidy'

The Canadian Magazine Publishers Association claimed that exemption in a "relaxed" of domestic content. They had pleaded for no more than 10 per cent Canadian ads; above that, content requirements would lock in to force U.S. magazines to contain more than 50 per cent Canadian content. The 17 per cent solution, magazine executives worried, would open up so much advertising revenue that some Canadian magazines would fold. But Marchi's officials suggested the alternative—reducing U.S. ad space in return for Canadian content.

per cent as well from Hamilton, as well as from Montreal—had to be overruled. A final deal might be made this week. Time is running short for concluding amendments to make the Canadian government's proposed law banning the sale of advertising in split runs compatible to the Americans. In the event of an agreement, that contentious legislation, Bill C-55, now before the Senate, must be reworked before it returns to the House for a final vote before Parliament breaks for the summer. Likely on or around June 10.

Down and dirty in Ontario

The Ontario election campaign took a sadder turn in the wake of the May 18 leaders' debate. Liberal leader Dalton McGuinty, widely seen as not performing up to expectations during the televised exchange, charged Tory Premier Mike Harris and NDP Leader Howard Hampton had ganged up on him, and later called Harris a "drag." Meanwhile, the Liberals released an ad depicting the province. In it, Harris is seen

arguing, "They're going to have a cinema, and Mike Harris is premier?" a message repeated over images of social ills and problems in the health-care system.

The Tories complained the Harcourt was out of context—first in an interview in which Harris discussed relations with Ottawa. They released a new ad of their own that takes aim at McGuinty, declaring: "He's just not up to the job." A *Newsweek* TV ad conducted by Elias Research Associates Inc. and released on the weekend gave the Tories 46 per cent of support, compared with 35 per cent for the Liberals and 17 per cent for the NDP.

Death of a fugitive

Police said Tyrone Carter, 33, who on May 6 became the first person to escape from Ontario's Kingston penitentiary in 40 years, killed himself after being trapped in a midtown Toronto apartment belonging to a former girlfriend. Carter had been serving a 47-year sentence for armed robbery as the target of his escape. Detailed special investigations will take place, along with examinations surrounding Carter's death.

The numbers game

New Brunswick's election campaign degenerated into a war of figures between Premier Canada's Liberal ruling Liberals and Bernard Lord's Tories. The Liberals claim that the Conservatives' campaign promises would cost the province \$600 million, compared with the \$280 million the party said its own pledges would require. In New Brunswick, Lord, who put a \$400-million price tag on Liberal promises, said his Tories had not finished tallying their own, but claimed the final figure would be far less than \$600 million.

Roby under assessment

Judge Victor Pasko ordered John Paul Roby to undergo a 60-day psychiatric assessment—the first step in a review that could result in the former Maple Leaf and Canadian soccer star being declared a dangerous offender. On May 3, Roby, 36, was convicted of 35 counts of sexual and indecent assault against boys.

Western demands

At their annual meeting, held this year in Denver, Colo., the western provinces called on Ottawa to fully meet transfer payments for social programs to prevent 1995 levels. (Ottawa slashed the payments by \$6.2 billion between 1995 and 1998 to help eliminate the federal deficit, but increased \$2.5 billion in the last budget.)

No McClung inquiry

The Canadian Judicial Council will not conduct an inquiry into whether Affairs Court of Appeal Justice John McChung should be removed from the bench. The council's last year work that McClung's wife published five 38 minutes of Justice Court of Appeal Justice Clive J. Sweeney-Dube's "love note" to his wife, and released on the weekend gave the Tories 46 per cent of support, compared with 35 per cent for the Liberals and 17 per cent for the NDP.



Diane Francis

Canada: too easy to scam

It's dark and the policeman drives me up and down the street and back alleys of Vancouver's old town in the city's east end. Here, he says, most

of false refugees come in the city's drug trade, making Canada lives with refugees that are more affordable and more addictive than sex. For two hours we drive around, observing the scene. In an alley, a man peeks through a Dumpster behind a restaurant. There's litter everywhere. Old sleeping bags, towels, pieces of clothing. Small bottles of bleach, used by addicts to disinfect their needles, are on the ground. Still, the neighbourhood is affected by one of the country's highest incidences of AIDS.

Down another alley in a run-down door sits an emaciated young man wearing a napkin. His eyes look like a raccoon's, with dark circles. His mouth is pinned. He shakes and bobs his head. "Stay awake, OK?" shows my officer's head. "It's crowded up, high on crack. He's just a kid, but he's the mess of them around here. He's already dead. He just doesn't know it yet."

A member of the drug squad, the policeman does not go public for fear of losing his job, but he warns Canadians to know how the refugee and immigration system fails to protect our society. He says that thousands of Honduran refugees have come here, making false claims to "refugees" and getting away with it. They are laughing as by the Colombian drug cartel and work off their "debt" by peddling narcotics. These gangsters maintain in Canada, too, as refugees. "In two years, the Hispanics who are all here under the refugee program have taken over the crack business," explains the policeman. "Crack is the drug of choice. The high is so intense that people are hooked right from the start. Five years ago, the Vancouver city police found it hard to find a rock of crack. Not any more. It's everywhere. The Hispanics are putting more and more pure stuff on the street."

Harris and the same says "It's only \$10 to \$15 for a bit of heroin these days, the supply is good," he says. "Not as much as before in high schools. It's not as good as before, now it's only a pipe. In no time, they may have a \$300 to \$500 a day habit. How do they pay for it? Prostitution, crime or by dealing drug themselves, spreading the addiction to others. The misery is exponential."

The Honduran drug dealers all wear a "uniform"—baggy designer jeans, Nike sneakers, shiny soccer shirts and gold chains. They work in shifts and in pairs. One recognizes the others often only 10 or 11 years of age, casual "spiritual" or plastic such of crack in his mouth. The young men are victims, too. Last September, a 13-year-old Honduran refugee accidentally swallowed his spirit while being chased by police and nearly died of an overdose.

They are recruited from the streets of Honduras with new-

paper advertisements that say, "Come to Canada and make big money." Over here, the young man coached on how to apply in refugee, get

well-paid and debauched. "It's easy," says the police officer. "But come in [in a mission, with or without a visa, by plane, or illegally] and go to the immigration office to make a claim to be a refugee. You have no documents. So you are sent to a clerk who types out a 1442 immigration document, called Notice to Seek Refugee Claim. You tell the clerk your name. She types it. You make up your date of birth, country of origin, occupation, but She types it all in. She calls a commissioner, and he takes your and your 1442 to another place to take your fingerprints. You walk out in a fifteen minutes."

"New step in Employment Canada. The 1442 is presented and the clerk then issues a social insurance number card. With that piece of identification, a provincial ID card can be obtained, enabling holders to welfare, health care and any other benefits, such as emergency loans for housing purposes and so on. In hours, you have created a new identity."

Most of these boys and young men live in Downtown lives in drug-dealing. Oliver Twiss who are involved in the cocaine cartels, dangerous and demanding. Fugues. In a recent raid, there were 30 boys living in a tiny apartment. Most eventually got hooked on the lifestyle of a drug dealer. Some end up getting hooked on the drugs themselves.

Official figures show that in 1998 some 284 Hondurans were given refugee status in Vancouver compared with 132 the year before. And in two months drug sweeps, more than half of the 139 drug dealers arrested were refugee claimants, and police said more came from Honduras. But official figures may not tell the full story. Many may not have come bothered to apply for refugee status. The Hondurans first arrived in California and Oregon where an extreme crackdown led to the deportation of 7,300 last year. This drove an unknown number to British Columbia and other parts of Canada.

To stop this, the policeman advocates that anyone claiming refugee status should be interviewed by an experienced immigration investigator. If the claimant has no documentation and comes from a safe country, he should be sent back. He should not be released and given a date to show up for a refugee hearing because he won't. The policeman adds: "How can you be a Honduran refugee, for instance? There's no reason to grant refugee status. Honduras, apart from the hurricanes, is not a country where lives are in danger."

Canada, the officer says, is being turned into a "waste basket," and the cost in human lives, on dollars and pecking is deprecating. "It's so easy to scam Canada. I want Canadians to realize this."

Great Expectations

Can a tough ex-soldier who loves the arts bring peace to Israel? Ehud Barak will try

By Eric Silver in Jerusalem

In 1976, Col. Ehud Barak delivered a eulogy for a comrade who was killed in the daring rescue of a hijacked plane full of passengers at Entebbe airport in Uganda. Afterwards, a popular Israeli poet, Haim Giv, quipped: "One day this man will be prime minister." It was not the first time Ehud Barak had been the subject of great expectations. Years earlier, when Barak graduated from his law officers training course with distinction, the chief of staff at the time, Yitzhak Rabin, said, "What boy doesn't make chief of staff, then something wrong with the system." Moshe Dayan, the skeptical, eye-patched hero of the 1967 Six Day War, added: "He's too good to be true."

Good or not, Barak has turned out to be true. He made chief of staff in 1991, and last week voters proved the poet's words right as well. Such is the incommensurate of politics and war as Israel that the incumbent whom Barak supplanted in a landslide was Benjamin Netanyahu, younger brother of Yitzhak Netanyahu, the man Barak had outgrown in 1976. But despite the strength of Barak's victory for the prime ministership—56 per cent to 44 per cent in

a straight two-man fight—he will need all the skills his mentors saw in him to keep a divided country together and to get the peace process with the Palestinians back on track.

Like Rabin and Dayan, the 57-year-old Barak will always be seen as a soldier turned politician. But he brings a broader, more trained intellect to the presidency than most men in uniform. After the 1967 war, he took a bachelor's degree in mathematics and physics at Jerusalem's Hebrew University and a master's in systems analysis at Stanford University in California. He is an accomplished clinical pianist. Acquaintances say he can talk as knowledgeably about the novels of Dostoevsky and Proust as about those of the modern Israeli masters Amos Oz and A.B. Yehoshua. The ratings he delivered for Yitzhak Netanyahu's campaign in Israeli high schools for the richness of his Hebrew language. At home, he jogs, likes a good cigar and an occasional drink. His wife, Neri, teaches English (they have three grown-up daughters).

Barak's political credentials, however, are less certain. He has had only brief experience in govern-

Israel's new leader once Jerusalem's Winston Churchill as a gesture to boost the nation's morale



ment, outside the armed forces. When he hung up his uniform in 1995 after four years in the army's top job, Rabin brought him into his cabinet and tapped him as his appointee. He served a short stint as interior minister, then became foreign minister after Rabin's assassination in November that year. Following Netanyahu's defeat of Rabin's successor, Shimon Peres, in 1996, Barak was elected leader of the Labor Party.

He fought this year's grueling five-month campaign for the May 17 election like a general. He hired a team of American campaign advisors, led by Bill Clinton's Democratic strategy dog, James Carville, but the candidate "was at the head of every decision," says member Robert Shwartz. The campaign was carefully focused. Barak selected his targets and stuck to them—disaffected Russian immigrant voters, and the blue-collar Sephardim (Jews from Arab countries) who had voted for Netanyahu in 1996, then found themselves unemployed. He refused to be diverted by enemy fire. If he made mistakes—such as waiting 24 hours before repudiating a comedian who caricatured Netanyahu's voters at one of his meetings—he corrected them. If a bald-headed answering, he responded—

briefly and in his own fashion. He chose the turf and stayed on it. "He's a man of his word," says an old friend, military commander Ron Ben-Yehuda. "He thinks very fast and needs to rely on himself. But he moves slowly. He's a calculator, a tough guy. It is very difficult to guess him."

Barak was born of pioneering kibbutz stock in Mishmar Hasharon, where his parents still live. As a boy in that collective village between Tel Aviv and Haifa, he won a legendary lock-picking contest—an early testament to his fascination with problems and his talent for solving them. He is intrigued by old-fashioned clocks.

In the army, he served in, then commanded, the top special operations unit, the General Staff School. As Israel's most decorated soldier—a record his eleven-year campaign spans—he led a squad, distinguished as white-crested commando men, who overcame a hijacked Bulgarian airliner at Tel Aviv airport. A month later, he and his commandos attacked five Syrian intelligence officers, one star of inspiration in southern Lebanon,

as a bargaining counter for Israeli prisoners of war. The following spring, dressed as a business woman in jeans with a brazen wig, Barak led a hit team that landed in Lebanon from the sea and killed three Palestinian leaders as their Beirut apartments.

From the special forces, he went on to command an armoured division and to lead the elite corps. Subordinates dubbed him "Napoleon," a reference not just to his steady build, but to his supreme self-confidence and singleness of those who

followed him up to his standards. "He is very demanding," says Amos Gilboa, Barak's deputy as military intelligence. "If he sees people handle things loosely or against his directives, he will come down on them without mercy."

As a civilian politician, he has learned to seek advice. Unlike Netanyahu, who has patience with his American strategists, Arthur Finkelstein, Barak continued to lean on his expatriated experts. "He is extremely fan to work with," says consultant Shalom. "He doesn't do things just because somebody says so. He listens, but he challenges you. He is very thoughtful."

On the campaign trail, Barak listened to glad-hand the voters, if not quite so like their leaders. Ben-Yishai, who served



Barak: hoping for a deal on a weekend

with Barak as a young officer and studied with him at university, explains: "He was never an emotional person. But once he saw that it was imperative to buy people off he seemed to win, he became nice."

Strikingly, the strictly secular Barak started quoting Jewish texts, something his friends say he never did before. He is a devout religious person in an attempt to build a government of national reconciliation. "He quotes the Bible, and quotes it fluently, because he thinks he needs it," says Ben-Yishai. "It is an instrument, but he's not a liar. He has always respected the Jewish tradition."

In fact, Barak does not need Israel's three religious parties to build a stable coalition, even though they boosted their share of the 120-seat Knesset to a record 27 seats from 23. He could manage comfortably with a combination of left and centre parties, and was potent among his own voters for doing so. Netanyahu, who did need the religious parties, provided a backlash at the polls by yielding to almost all their demands to fund their seminaries and exempt their students from compulsory army service. Israeli secularism, as many of them put it, took back their own country on May 17. Jimmy Lapid, a liberal columnist and televi-

sional critic of Israeli elections, Fatah groups backed the pugnacious. The voters felt more safe (shades, ironically in Netanyahu's success in inducing armistice), but blamed the members for unemployment and empty shops. "By the end of the first week," said Robert Shalom, a member of Carville's team, "the security issue was settled." Then, Barak and his team purchased Netanyahu's unimpeachably no-does-harm-to-me life education and the economy.

Netanyahu, by contrast, was running scared at the polls and the media turned widely against him. There were reports from inside the Likud camp of long-night screaming matches, with Netanyahu, backed by his wife, Sara, discussing tactics—and chugging them from dawn to day. Bitter disagreements were reported between Netanyahu and Finkelstein.

Netanyahu's biggest mistake was to fight the 1999 campaign as if he were still fighting 1996. His television ads featured him blowing up by Palestinian suicide bombers under the previous Labour government. He didn't notice, until too late, that the voters had moved on—and that James Carville was waiting for them.

Eric Silver in Jerusalem

Aid from a good ol' spin doctor

Ehud Barak knew he was about to win Israel's May 17 election when his chief American strategist, James Carville, announced four days before polling day that he was flying home. The private says he was good that he was no longer needed. "The game is over," Carville told his associates in his cheap southern drawl, "and I'm out of here."

The Carville team was adding Barak to its shelf of top-shelf Bill Clinton to the Clinton team. Terry Blair in Boston and Gerhard Schröder in Germany have since the bid, truth-telling Carville gained fame for his 1992 Clinton campaign. "It's the economy, stupid!"—and his TV appearances with his wife, Mary McCormack, a top strategist from George Bush's third Republican campaign—his services have been in demand around the world. In Israel, Carville squared off against Republican consultant Arthur Finkelstein, hired by embittered prime minister Benjamin Netanyahu.

Barak's key decision came at the start of the campaign. The Labour challenger asked Carville to focus on social and economic issues, not just peace and security, the mili-



Carville: Barak's adviser

tary to follow Barak's path: respect civilly, with compassion.

Others ask whether, after a lifetime fighting Arabs, Barak will have the emotional will not just to draw lines separating the two peoples, but to start building a new relationship between them. So far, Arab leaders give him the kind of credit they seem to withhold from Netanyahu. Arafat welcomed his decision. King Abdullah, the new ruler of Jordan, and in Washington that he

thought Barak "is the type of man to take Israel into the next stage of peace and stability in our region." President Hafez Assad of Syria signalled that he is ready to resume negotiations that went on hold during the Netanyahu years.

With 45 days to go together his government, Barak starts with a huge fund of goodwill, at home and abroad. It might hope that better weather in Israel will somehow measure up to the peace negotiations he has ever feared. ■

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Cracks in the alliance?

NATO was showing the strain of a two-month bombing campaign after its missiles continued to rain their mark, provoking more than diplomatic damage. On Thursday a last-pulsed NATO missile struck its target by more than half a kilometer and destroyed part of a Belgrade hospital, killing four people.



Destroyed hospital in wake over NATO blunder

and damaging the nearby Swedish, Spanish and Norwegian embassies' missions. The next day, NATO warplanes hit a Belgrade fuel depot only 275 m from the house of the Swiss ambassador. In the Kosovo town of Isole, Serbian officials said 19 civilians died after alliance jets reportedly attacked a prison, although a NATO spokesman insisted the target was also a security complex. Then, in week's end, NATO acknowledged that it mistakenly attacked a command center of the Kosovo

Liberation Army, unaware the rebels had captured it from the Yugoslav army. Earlier, NATO MP Bernd Rebschon, who declared himself as the first Western politician to visit Kosovo, emerged in Macedonia saying an immediate halt to the bombing, which he called "a pre-fabricated disaster."

Opinion polls in the United States and Germany showed declining public support for the air campaign in the wake of NATO blunders. On the Yugoslav side, some analysis detected signs that President Slobodan Milosevic was increasingly ready to deal, but by growing public fatigue with the war and a severely damaged economy. But diplomatic efforts to end the conflict only stalled, as Western countries and Russia inchered over means of a UN Security Council resolution, and talks in Moscow involving U.S. and other envoys showed some results.

The main of ground troops threatened to split NATO. German Chancellor Gerhard Schröder said he would oppose a British suggestion that the allies consider an invasion. There, too, the Clinton administration called for an enlarged force of up to 50,000 troops to be assembled on Kosovo's borders, ostensibly to protect remaining refugees, but also a signal that, for NATO leaders, an air war alone may not be the answer.

Teen gunmen

The injury was almost too much. A month to the day after the injury report in Littleton, Colo., President Bill Clinton was just getting set to console students from Columbine High School. The U.S. Senate was delivering a gun control bill that had languished for two years. Suddenly, in the Adams suburb of Centery, a 15-year-old boy, pined by his girlfriend, ran through the halls on the

last day of class spraying rifle fire. Six students were wounded, some critically. The damage, boys crying and doors closed, amounted to an instant police raid. Within hours, the resident gun control law sailed through the Republican-controlled Senate. Under the measure, handguns would be sold with child-proof locks and buyer background checks would be needed for weapons purchased at gun shows. Democrats hoped to get a similar bill through the House of Representatives.

Sonia Gandhi resigns

Indian-born Sonia Gandhi, the last woman of India's long-ruling family, stepped down as leader of the opposition Congress party after three regional party bosses questioned her suitability to be prime minister due to her foreign roots. By week's end, the three regional leaders had been expelled from the party and Congress officials were imploring Gandhi, widow of murdered Congress minister Rajiv Gandhi, to resign in light of a national election set for September.

Russian PM approved

Despite earlier predictions of a confrontation with President Boris Yeltsin, Russian parliament today confirmed his nominee, Sergei Stepashin, as prime minister. A former security chief and longtime Yeltsin loyalist, Stepashin replaced popular Yegor Gerasimov, whom Yeltsin allegedly fired a week earlier. Several deputies said they did not want to worsen Russia's economic crisis by creating a political scandal.

A whale for the killing

Ignoring treaty provisions mandating the Minke whale take of Washington state fishermen and their young female grey whale, the first taken by Minke whalers in more than 70 years. Male and female were passed on to other members as a reward of an old tradition, the team was to be rewarded with Minke Cultural and Research Center. Grey whales have been passed on to other members as a reward of an old tradition, the team was to be rewarded with Minke Cultural and Research Center. Grey whales have been passed on to other members as a reward of an old tradition, the team was to be rewarded with Minke Cultural and Research Center.

Immigration worries

Alarmed at a possible flood of refugees from mainland China, the Hong Kong government asked Beijing to "reconsider" a January ruling by the court's top court that granted residency to as many as 1.6 million relatives of Hong Kong families. Pro-democracy activists argued the move undermines Hong Kong's independent judiciary.

Titanic-style sinking

High-tech Canada was sinking 1,000 programmers and core talent away from ship San-Yan took in the night off the coast of New York. After spending three hours on radio and in lifelines, all was rescued without serious injury by rescue ships and the Malaysian navy. Passengers complained the spectacle in the sinking of the Titanic. The ship sank after went out of control after a fire broke out in its engine room.

Washington



Andrew Phillips

Here's a story to chill the Canadians' soul: A Canadian company working on defense-related computer software for a firm based in Texas sent a team down south at the end of April for consultations. They were a mixed group—mostly Canadian citizens, but including a couple of Americans working in Canada. As they settled in for their meeting, their U.S. host made an unusual request: "Would all the Canadians please leave the room?"

Awit turned out, the Texans were spooked by new U.S. regulations that severely curtail Canada's once-favored access for cross-border defense, intelligence and aerospace contracts.

For almost six decades, Canadian contractors were treated essentially the same as Americans in bidding on U.S. military work. No other country had such unequal relationship. But now Washington is worried that sensitive military know-how might be diverted through Canada to an unfriendly place like Iran or Iraq. On April 13, the state department imposed Canadian contractors under the U.S. International Traffic in Arms Regulations, or ITAR, which governs the sale of American weaponry and defense technology. Canadian companies now must follow cumbersome approval procedures before doing defense-related work for the U.S. government—even as subcontractors to U.S. firms. The Texans may well have been concerned (as well as being rude) by seeing their Canadian visitors to step outside, but it's part of the chill that has solidified deepened over Canadian defense reporters. "No one knows how far this will go," says one industry official.

That is the kind of thing that really scares for Canada. Cross-border trade in defense products is worth about \$1 billion a year in Canadian companies, and the industry says that up to a third of its 50,000 jobs are at risk, many of them the kind of high-tech engineering and computer programs that are scarce "21st century" workers all over there. Related work in aerospace and satellite technology may also be affected. Canadian firms now must wait 100 days, or more than 16 weeks, to get technical specifications for aerospace contracts work, although that typically close in six to eight weeks—effectively killing them out of the competition.

That's bad enough. Even worse is how we got here—and what it says about the nature of the trading relationship that Canadian officials are faced of reminding us is the biggest in

A countdown \$1 billion worth

the world. Defense industry leaders are quietly alarmed at Ottawa's holding the country away from them. While the industry says to focus attention on heading off the new U.S. rules, Ottawa's trade agenda was threatened by another trade issue, one that exploded in spectacular fashion last week: Bill C-55, the legislation to protect Canada's aerospace industry. "It was all C-55, C-55, C-55," says an official.

The irony is that the stakes are far higher in defense and aerospace, at least in straight dollar terms. To be sure, there are weighty issues of culture and national identity involved in the aerospace dispute. But it's not huge bucks: Bill C-55 aims to protect the Canadian aerospace market for Canadian politicians—a market worth some \$300 million a year. Even if U.S. companies manage to grab a significant slice of that, it's pale beside the billion dollars a year at risk in the aerospace. But while C-55 has killed overseas headlines for months, defense technology has been the focus of the issue.

It's also another example of how Canada can get sidetracked by U.S. concerns over other countries. Despite the modest stakes, Washington has fought hard against Bill C-55 largely to drive home its point that "culture" must not be invoked to keep American business out of sensitive foreign markets. Likewise, Canada has had to fight a running battle in Washington to block a measure that would require cumbersome entry and exit controls in the U.S. border—a measure inspired by the flood of illegal immigrants from Mexico.

On defense exports, Washington has been driven by the spreading scandal over how sensitive technology has leaked out to potentially hostile countries. China managed to get its hands on how that could be used to improve the engineering of nuclear missiles from U.S. companies linked to a top Democratic party firm—netting, prompting Republicans to question whether American security has been compromised for cash. Where, congressional investigators were expected to conclude in a report this week that China has stolen U.S. nuclear secrets for a decade or more. The mood in Washington is understandably hawkish. The best Canadian defense industry can hope for now is to get the new regulations softened at the end of a 150-day review period. That might at least assure nervous Ottawa that the next group of Canadians who come their way can actually be allowed to stay in the room.



Chinese inside spy firm

Black and Blue and Read All Over

By Anthony Wilson-Smith

In the battle of the papers, publishers are paying a high price to beat their foes to the punch

The lookalike in Ken Whyte's office betrays a hint of his not-so-secret passion. Tucked amid stacks about politics, economics and biographies of former prime ministers Margaret Thatcher and Brian Mulroney is a copy of the National Basketball Association's media directory. The snapping, 30-year-old Whyte is a loner fan who—until he became editor-in-chief of the new *National Post* last year—lived in "toasty empty schoolyards where no one notices I've got no life in my jump shoe." These days, with long hours in the office, he complies. "I'm getting way out of shape," But when talk turns to the *Post*'s rivalry with competitors, the *Globe* and *Mail*, Whyte reverts to basketball analogy. Ask whether he thinks of the *Globe* in selecting his paper's stories, Whyte shakes his head and cuts through Boston Celtic great Bill Russell. "Russell never wanted the opposition, he let them worry about him," says Whyte. "That's the way it is with us."

Seven months into the newspaper war that began with the launch of the *Post* last Oct. 27, the competition is increasingly rough and tumble—and the eventual winner is far from clear. The outcome is muddled by disagreements over how to measure everything from the number of readers of each paper to the value of advertisements

sold. And several studies indicate that despite intense efforts by both newspapers to attract readers, the overall number of consumers has not increased.

But one thing that is clear is the strategy involved. "To stay on top," says *Globe* president Philip Crowley, a loud-tongued Briton who arrived at the paper last year, "we will do everything it takes." The newspaper has replaced its managing editor twice in the past year, named the new position of president for Crowley, initiated sweeping personnel changes on the advertising and editorial middle-management levels, and repeatedly reevaluated the tone and presentation of editorial content.

On one level, these efforts are aimed at emphasizing existing advantages. The *Globe*, for example, can include late sports scores in its national edition, while the *Post*, for production reasons, cannot. The *Globe*'s new executive news editor, Edward Greenstein (the former Ottawa bureau chief), has sharpened the focus of coverage to counter complaints that features were starting to eclipse hard news. And, says Crowley, "While we need to inform, we also need to entertain." The changes follow a study conducted for the *Globe* in October, 1997, which concluded that, among other things, the paper was seen

Bakich and Whyte at the Post: creating a distinct personality

by focus groups as being "written for white, middle-aged men," was "too serious, dry, often ponderous, and 'old' in its orientation," and had "an undeveloped 'human side'."

The *Post*, despite a paucity of advertising and quarters surrounding its circulation claims, has established a strong look that often violates the *Globe*'s own style. The paper's initial goal, says Whyte, was to "create a distinct personality." Even competitors agree he has achieved that—the *Post* is particularly conservative, brash and sometimes impudent. "There are a lot of things I disagree with at the *Post*, but it's a helluva an interesting newspaper," says John Honderich, publisher of *The Toronto Star*.

Across Canada, the early-morning readers, who benefit from on-air and on-screen for newspapers, increased spending on editorial content and a variety of promotional campaigns. As ground zero of the fighting—the *Greater Toronto Area*—the battle also involves *The Toronto Star* and *The Toronto Sun*. On most days, says Honderich, "there are about 300,000 for papers floating around. That harns everyone."

Battered between the aggressive rhetoric of publishers and editors are unattainable wounds. At the annual meeting last

week of Hollinger Inc.—owners of the *Post*—CEO Conrad Black confirmed previous criticism that the newspaper lost \$17.5 million in its first quarter of operation. The *Star* reported a 34.9-million decrease in first-quarter profits compared with the same quarter last year, because of a decline in advertising sales and a \$1.6-million drop in circulation revenue that was partly due to price reductions. Neither the now—now owned by Montreal-based Quebec Inc.—nor the *Globe*—owned by Thomson Corp.—released figures. But Crowley will say that despite increases in advertising revenue and circulation, greater editorial and promotional costs "have a negative effect on our bottom line."

And there is one pressing, unanswered question: who is actually reading the papers? Several studies conducted recently by the Angus Reid Group and then sold to newspaper suggest the number of readers—at least in the Toronto area—is remaining stable, but the *Post* is making inroads against the *Globe*. A copy of one study obtained by *Maclean's* suggests the *Post* is holding a stable lead in average weekday readership over *The Globe* and *Mail* in English Montreal, a modest edge in Vancouver, and pulling even with the *Globe* in Ottawa. The study says in the crucial Toronto market, the *Globe* has 24 per cent of average weekday readership while the *Post* now



has 13 per cent. But the same survey finds 36 per cent of those *Pix* readers received their most recent copy for free.

That illustrates one difficulty of measuring success, because circulation claims often include newspapers sold at full and discounted prices, as well as some distributed for free. Neither the *Globe* nor the *Pix* were part of recent measurements conducted by the industry's Audit Bureau of Circulations. Although the *Pix* belongs to the organization, it will only become part of the studies after it is more firmly established—likely at the end of June. The *Globe*, on the other hand, quit ABC in the mid-1980s and uses its own audit conducted by RPMG (formerly) accountants. It claims weekly circulation of 318,000 and Saturday circulation of 395,000. Of that, 65,000 of weekday papers and 60,000 of the weekend editions are sold at discount rates.

For his part, *Pix* publisher Don Bibick says his newspaper has Monday to Friday circulation averaging 378,000 and Saturday sales of 352,000. Those un-audited figures, Bibick acknowledges, don't severely include up to 60,000 free daily copies. Even for ABC, members, circulation claims require scrutiny because they can include papers sold in bulk for its fiction one-on-one copy. That, says Crawley, "makes a mockery of things, and is why we don't participate."

It is equally hard to estimate success in selling advertising. At



The *Globe* loading dock in Mississauga, Ont.: improved success and more discounts

vey that measure how much time people spend reading various publications. The survey includes 24,000 titles in 40 urban markets, and, says Goddard, "is hugely important. We don't care how much people pay for papers we care about whether they read them."

At the same time, despite hopeful predictions from competitors to the contrary, the strength of the country's largest newspaper, the *Sun*, as well as its principal local rival, the *Toronto Star*, remain relatively unchanged. Although the *Star*'s circulation has fallen over the past five years—the result, *Sun* editorials says, "of less intense efforts to keep subscribers in some areas outside the central Toronto area"—its total paid circulation of 452,000 on weekdays and 690,000 on Saturdays is far ahead of competitors. The Angus Reid study shows the *Sun* has 40 per cent of total readership around Toronto, followed by the *Sun* at 25 per cent. The *Sun* "is so huge," says Goddard, "you start with the presumption you consider for any campaign." And the *Sun*, he says, is essential for market segmentation such as electronic stores. Another attraction, according to publisher Doug Knight, is that weekday and Saturday papers are sold only from newspaper boxes, so "circulation numbers are legitimate because we sell our papers at full price." The *Sun*, with average weekday readership of 248,000 and 418,000 on Sundays, is the only ABC-audited Toronto paper to increase circulation in the past year.

Even as they battle, senior executives of the biggest papers show one similarity. "As newspapers war," says the formerly feisty Handrichs, "making life that much more worth living. Could anything be more exciting?" And, says the remained, but no less combative Crawley, "there is something exhilarating about rolling up the sleeves and fighting head-on."

That's just as well, because no one doubts that *Pix* owner Black intends his product to be around a long time—and has the deep pockets to back it. And in his office just off the paper's newsroom in suburban Don Mills, the over-courteous Whyte occasionally lets a sharper edge show. Pressed for his opinion on the *Globe*, he talks about a recent item that lampooned the modelling career of Black's son, Jon, and says, "I see no reason why they decided to scurrilous trash talk. Our job is to prove you can be interesting without being cheap." Still, this comes from the editor of a newspaper that recently ran a photograph on the front page to prove across Julia Roberts does not share her underarms. The fine casualty of newspaper wars, it seems, is unlikely to be going. ■

What's become of subtlety? In a world where pretension and showiness have solidified themselves as the fashion norms, understated elegance is far becoming the indicator of true style savvy. Those who exude finesse are widely accepted as the new aficionados of style.

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The industry is awash in incentives. But advertising buyers simply want to know: who is reading the paper?

the Hollinger annual meeting, CEO Gerald Black said the percentage of advertising versus editorial copy in the *Pix* is increasing. But one reason is that the *Pix*, like many newspapers, sells bulk quantities of the newspaper to clients such as hotels and airlines at a discount rate—and as a further incentive, gives them free advertising. By doing so, the newspaper paid circulation and offers potential clients a low-cost chance to sample the paper. Crawley says only that the *Globe* "sometimes offers advertising benefits to particularly valued clients."

The range of newspaper's saying why they find the lack of specific information frustrating. Judy Goddard, vice-president and media director of BBDO Canada advertising agency, says "the *Pix* is a good-quality product, but weak in readership is properly measured, advertisers approach with caution." And, she says, the *Globe*'s refusal to rejoin ABC causes concern. "Their claims would be more credible if they were measured like everyone else."

Goddard and other industry figures say the mid first use will come in September, when the Newspaper Audience Data bank (known as NADbank) releases results of an annual sur-



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Breaking up is hard to do

The legendary Eaton's name may be sold to the highest bidder and may even disappear

By Kimberly Noble

Fredrick D'Arcy Eaton, 36-year-old son of Pauline Eaton and great-grandson of Eaton's founder Timothy, is in an awkward spot. Fred Jr., as he is known, is acutely aware of the role his family's ancestral retailing empire plays in Canadian history. And he realizes that, however much it has been anticipated, the announcement that his father and uncle are prepared to surrender offers for their controlling block in T. Eaton Co. Ltd. will come as a shock—and that shoppers and longtime employees would like to know how family members feel. "You want to know what it's like, as an Eaton," he says, "in selling the company that built the company."

While Fred Jr., who runs the family's \$30-million charitable foundation, will talk to *Maclean's*, he makes it clear that he is not speaking for the whole clan. On May 18, the retailer announced its chain of stores was no longer for official sale and that the family would dispose of the asset that made "Eaton's" a household name for 130 years. Finally, Fred Eaton Jr. finds it hard to know what to say for himself: it's as if the whole thing were unfolding from a great distance. "I was aware that this kind of thing could happen," he says. "Was I surprised? By the time, yes. But," he hastens to add, "I'm not a shareholder. The only thing that connects me to the department store is my name."

Eaton's accompanied by Fred Eaton Sr. and his three brothers: the president and Proprietor, Conservative, land-ratier John Greg Eaton, 63, Fred, 61, who was Canada's high commissioner to the United Kingdom from 1991 until 1994, Thos, 37, the "Jody" Eaton who breeds racehorses and George, 55, the Ontario professional soccer star's father who was Eaton's president from 1988 until the company filed for bankruptcy



The Eatons (from left) George, John Greg, Thos, Fred Jr. and Fred Sr. with other Eaton's executives in 1997, selling "the company that built the company"

protection in February, 1997. Thanks to the Eaton's pension surplus, half of which was used to pay off creditors, the family emerged from court protection and a subsequent public financing holding 54 per cent of the new company's stock. Family friends say that, despite their public silence and the emotional burden the entire Eaton family seems to have created to deal with the inevitability of the sale, the brothers-in-all-depity agree by the dozens. "I think they're all sad with the way things have happened," says CTV Television Newsweek Ltd. chairman Douglas Bassett, a longtime friend of the family. "How could they not be?" At this point, they may regret another big chunk of money lost, but they will still go down in history as the generation who squandered Timothy Eaton's glorious franchise.

Meanwhile, the world's news that the Eaton's board and the family have both

learned investment bankers (Scottish-Trust Ltd. and N. M. Rothschild & Sons Canada Ltd., respectively) to help them line up potential partners or buyers means at many questions as it answered about what exactly is going on inside the money-losing monster. Management said it hired the investment bankers after receiving "expressions of interest" from a "number of parties" but it did not offer any clues as to who these parties were or what they wanted to acquire.

It is difficult to determine whether the company has a prayer of being sold in one piece, or in what interest it can be sold off piecemeal. The landmark Toronto, Montreal, Vancouver and southern suburban stores could be parcelled off in a big U.S. retail chain, for example, while the rest are doled up between *DeWey Stores Ltd.* and *Sevens Canada Inc.* As for the Eaton brothers, it remains to be seen whether all four



will agree to sell their shares when the time comes, as they stand to get only a fraction of the \$350-million hard-nosed auction report had led the family to expect last year. Finally, there is the big question—whether the Eaton's brand name will continue to exist at all.

For the moment, nobody has the answer, and the exact state of Eaton's finances is a mystery. Investors have not received any financial information since March, when Eaton's released unaudited 1998 results showing the company had lost \$72 million on sales of \$1.1 billion in the year that ended on Jan. 31. The company's annual report—with audited financial statements—has been delayed, and the annual meeting postponed until June 29.

There are other signs of trouble, particularly the recession among suppliers. A lot of the firm that all accounts-receivable insurance have refused to cover products shipped to Eaton's. The retailer is said to be asking some of its most important suppliers of cosmetics and high-fashion merchandise to wait a few more weeks for their money. Last week, Eaton's chairman and chief executive Derek Bellavance said the company was negotiating with GE Capital Canada Inc., its major lender, to increase the amount of money available under its \$250-million line of credit—indicating that stores are not selling their inventory quickly enough to satisfy creditors. As well, the stock price, which had climbed back to above \$4

Toronto's flagship Eaton Centre, analysts see little chance of finding one buyer

from March low of \$1.96, lost ground last week in response to all the negative press conferences, closing at \$3.36.

The list of potential buyers is varied, ranging from Politician Department Stores Inc. of Vancouver, which owns Bloomingdale's, to Sears Canada, to a large Boston-based liquidation outfit that has been doing its best to persuade Eaton's competitors to join forces and create the brand of discount an ultra discount store. Sadly, Eaton's appears to be so overwhelmed that even the breakup value of the inventory alone could equal three to four times the current price of shares, one competitor says. The potential acquisition will only pay the price could be increased in certain cases, if the price were right. But the prevailing view among retail and investment analysts is that there is no chance of finding one buyer for all 64 Eaton stores. "I think the outcome is self-evident," says an Eaton insider. "There will be a lot of breaking up. It's not going to be a happy sale."

On the brighter side, Canadian fashion manufacturer Peter Nygard, one of Eaton's largest suppliers, says he has seen his monthly orders as a result of the retailer's financial and operational. "They have their part of their house in order," Nygard says. "We are still moving a lot of goods through Eaton's, and they are paying all their bills." At this point, however, that is not enough to ensure that anything of the original company will be left when the dust settles—perhaps not even that historic name. "I would think that if you were Bloomberg, and you bought stores in Canada, you would want your name on them," says one recently departed Eaton's executive. "You would want to draw Alton, I'm not sure the Eaton's name stands for what it used to say, it's been so eroded."

Nygard, once the epitome of designer. "The Eaton name is one of the best in Canada," he says. "This was a very good business once, and I believe that as the hands of retail merchants, a well be very good retailer again." In the next few weeks, the value of that once-proud name may face its ultimate test. ■



Ross Laver

Strange but true: at a time when the economy is slowing and investors planning practically a national obsession, Canadian mutual fund industry is stuck in low gear, trying desperately to regain the momentum it enjoyed during the boom years of the mid-1990s.

The trouble started last summer when *Asian financial crisis* hammered North American share prices. But while the stock market has recovered some of those losses, fund sales remain in the cellar. In the first four months of 1999, the flow of new money into mutual funds was 45 per cent lower than in the same period a year earlier. Domestic stock funds, the flagship products at most fund companies and the source of much of the industry's profits, have been hit especially hard, with year-to-date sales down a stinging 95 per cent.

Anxious to inject some life back into their numbers, some of the country's biggest fund companies have been playing musical chairs. Trimark, Spectrum United and Dynamic Mutual Funds have all replaced or shuffled some of their key portfolio managers recently. Another high-profile firm, O'Donnell Investment Management Corp., was swallowed by Strategic Value Corp. after being hit with heavy sell-offs. Throughout the industry, managers are weighing new investment strategies to boost returns and win back customers.

One manager who won't alter course, however, is Don Reed, president and CEO of Templeton Management Ltd., Canada's sixth-largest fund company with \$19.8 billion in assets. Reed is an old-fashioned value investor, meaning he and his research team look for companies that are undervalued by some traditional measure, such as price-to-earnings ratio. It takes discipline and steady nerves to be a value investor, because by definition you're investing in companies nobody else likes. Success comes from hanging on long enough for the stock to regain favour, ignoring whatever investment fad comes and goes in the meantime.

In today's market, value investors are about as welcome as a bazaar hawker in a city jewelry store. That's because more of the action is in big, solid, blue-chip stocks—examples include *Norand*, *Noranda* and *Toronto Dominion Bank*—or pretty-defying growth stocks such as *America Online*, *Yahoo!* and *Microsoft*, which already boast sky-high valuations.

Hence Reed's dilemma. In the year ending April 30, his firm's flagship Templeton Growth Fund, Canada's biggest

Patience and reward

Fund, did even worse, generating a 0.4 per cent. By comparison, the fund's average annual compound return over 10 years was 13.6 per cent and 14 per cent, respectively.

What does Reed intend to do about his fund's poor performance recently? Not much, as it happens. As you most likely saw the market's gyrations, the fund's system completed a steady march that year of global stock markets going back to 1988. They found that value stocks had beaten growth stocks in all but three of the past 11 years. "We wanted to see if we should be doing anything differently and the conclusion was that we shouldn't," Reed says. "I take comfort from those numbers because we don't think there's been a change in the way things have been unfolding for the last 10 years."

Reed also takes comfort from the fact that, as of March 31, the average stock in his fund was priced at 16 times its 1998 earnings, roughly half the price-earnings multiple for the market as a whole. "I've never seen such a wide spread between our portfolio and the market," says Reed, 54, who joined Templeton in 1993. "That tells me we're on the right track, because we're long-term investors and we'll never buy a stock when it's cheap and wait for it to turn around."

The turnaround may have started, because so far this year value stocks have outperformed growth stocks by a comfortable margin. Whether that persists is anyone's guess, but Reed thinks it's only a matter of time before the mutual fund industry returns to rapid growth. He agrees with a recent *Forbes* *500* prediction that Canada's mutual fund holdings will soar to \$1.5 trillion by 2008 from today's \$400 billion. "Right now, there's a sense the boom has ended, but people who think that way are extrapolating from a short-term trend. If we have growth in the market of 10 per cent a year for the next seven years, that alone is going to take us to \$800 billion, without any new contributions. And don't forget there's still a lot of money out there in RRSPs that's invested in short-term instruments. So to get to \$1.5 trillion over the next decade, I don't have any difficulty imagining that."

The trick to value investing is to be patient, so wait for the market's sentiment to turn. It's useful for Reed in the past, and he's not about to change his approach now.



Reed, staying the course with value investing

Photo: Michael O'Connell

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Canada 

Hands off the Net

The Canadian Radio Television and Telecommunications Commission has decided not to try to regulate the Internet. The agency and the Criminal Code already deal with issues such as child pornography, and suggest that voluntary ethics can help in such cases, including the cross-distribution of e-mail ads. The federal regulator added that it might review the subject of television and Internet technologies coverage.

Lower taxes or else

David O'Brien, chairman of Canadian Pacific Ltd., threatened to move some office jobs to Toronto to the United States unless Ottawa lowers income taxes. Especially high taxes, O'Brien said, hamper CP's efforts to recruit staff in the company's local operations. CP, one of the country's oldest companies, now joins Nortel, Newsweek Corp., Canada's biggest high-tech employers, in calling for reduced tax rates.

Probing Potash Corp.

The FBI, the U.S. Environmental Protection Agency and the U.S. Coast Guard are investigating Potash Corp. of Saskatchewan for the possible environmental damage it is causing in Lake Erie, according to a report. The U.S. agencies issued the facility on May 11, issuing orders over new days of operations, according to the report. Based on 1997 data, the EPA has identified the Governor plans to increase the lake's pollution.

Block chips in

Newspaper losses and Levens' decision to cancel Block contributed to the unexpected increase in money to a legal defense fund for the newspaper's former publisher. Levens is suing Block, who is accused of the company, for \$100 million over allegations of fraud, which Block denies in detail. Block's decision to cancel the fund was only to help Block fight the criminal charges and not the Levens suit.

Play money

Shares of Sears Roebuck, which closed its first day of trading in a much anticipated initial public offering, showed for the offering, representing eight per cent of the company, exceeded its expectations and suggested that investors will have an opportunity to invest in the company to make a profit.

Business Notes

TD rakes in record profits

The Toronto Dominion Bank reported a record second-quarter profit of \$348 million—an increase of 15 per cent over the same period last year. Even the bank's record second-quarter profit, the first quarter having earned the TD \$301 million. "We've added growth in discount brokerage and mutual funds, and gained market share in our core retail banking businesses," said Charles Boyle, chairman and chief executive officer. The TD's net income from wealth-management services, which includes discount brokerage and mutual funds, hit \$94 million, up 100 per cent over last year. Profit from corporate and investment banking, however, dropped 11 per cent to \$163 million.

By comparison, the Royal Bank had a disappointing second quarter, even though it made more money than the



Working in line at a \$348 million quarter

TD. The Royal, Canada's biggest bank in terms of assets, reported a \$432-million profit, down eight per cent over last year. The Royal attributed the decline to lower earnings from business banking and capital markets. John Cleghorn, chairman and CEO of the bank, said he expects to see \$400 million in cost savings added to the bottom line next year.

Financial outlook

In cost, more to go places in April, with the price of gasoline, new cars and trucks, as well as, as far as, all doubling. Overall, the annual inflation rate in April jumped to 1.7 per cent, up from 1.4 per cent in March—the largest such increase in the consumer price index in more than two years. Statistics Canada reported. About one-third of the jump was attributable to higher costs for transportation. Natural gas, property taxes and food also rose more, though upward pressure on the index was partly offset by falling prices for computers

equipment and telephone services. In a separate study, StatCan found that retail sales improved slightly in the first quarter of this year, up 2.6 per cent from the last quarter of 1998. It was the biggest quarterly increase in two years. Economists and the rising retail figures, coupled with the rise in inflation, suggest the economy is gaining strength.

Bank of Canada governor Gordon Thiessen said that view has led to a warning that the Canadian economy is recovering slowly from last summer's Asian financial crisis and could grow by up to 3.75 per cent in 1999, one-half-per-cent higher than forecast last fall. Improving employment and record decreases in interest rates are expected to encourage consumer and business spending. Thiessen said. The U.S. Federal Reserve Board, however, indicated a willingness to boost interest rates to curb inflation—any Canada has often followed in the past. Thiessen, though, said Canada has shown its autonomy and that Canadian rates will not necessarily rise in the event of a U.S. increase.



Peter C. Newman

Wisdom in a
fortune
cookie

I was in Hixson, Ala., recently on the way to give a speech at Joplin, and stopped for a meal. The Apple Valley Restaurant, the tiny and malingering community's main eatery, is one of those culinary pit stops that dot the Prussia, serving "American-Chinese" food. There usually means indifferent chop-woy and soggy handouts. But the spring rolls at Hixson were tasty; the chop-woy was stringy, and the owner-waiter was friendly to hungry strangers. The most memorable part of the meal was the loquacious proofer that moaned, unasked, on new model bill.

"You have a reputation for being straightforward and honest," his message read on one card. "Also once you recognize a tiger *not* a lion," was pointed on the other. Finding that politically correct fortune cookie in the heart of Reform country was one of those tiny pleasures from which journalists like to draw great trouble. I asked the owner whether his cookies were a political statement, or if he'd bought them cheap from some less enlightened competitor. All I got back was an enigmatic smile. But it was my day.

The gold, it depends on it says. The *Fortune* could not make a money list in rugged territories of Texas. Thaddeus's efforts to make this country aware of its bilingual nature. It had been an awkward situation, in more visible field of battle the nation's schools, as parents could read from 300,000,000 in French immersion classes, while others condemned this educational opportunity as pointless, going against the goals of their own upbringing. Still, the inner voice and someone—a point of reference that defies Czarism like: My own grandson, Adam Kier, who at age 6 already recognizes the IQ of his. For what? The commander, currently attends a French immersion program in Burnaby, B.C., to the occasional delight and frequent frustration of his mother, Tina.

Remembering the Trudeau period also brought back memories of how the RCMP had turned down the meeting place born of a Quebec separatist group in those far off days. That tactic was the first to fully lay my once admiring opinion of these Dudley Do-Right in scarlet tunics. The Mousses then sold out to The Walt Disney Co., undermining their mandate by making it subservient to Disney's stage studies.

Last week, it turned out that the Mounties had not only abandoned the notion of always going *with* us, but weren't even willing to cut to the chase. The RCMP gave up its claim to respect, quite apart from failing to do its job, when it refused to follow the trail of the criminals who tampered with the test samples in a way that—according to Stonehouse Minerals Services Ltd., the consulting firm hired by Bio-X, in-

to investigate the matter—was “without precedent in the history of mining anywhere in the world.”

The pages of *Maclean's* have abilities of man and the short, that constant questioning has the people who run our definitions and a sense of purpose. The man's affliction, but the different thought it had gone far, by the way, deserve to be (as the enemies of truth.)

The Mexicans are not alone in abandoning their moral high ground. We have a federal government in this country so firmly entrenched in defending the status quo that it doesn't dare even attempt to resolve the structural issues essential to our future. The coming oil shortage is crippling our ability to compete. American entrepreneurs are goldpiling up what's left of our economy without Obama waving a finger to protect our core institutions. Quaker's benevolent disinterest within Confederation—some cynically justified—survives unscathed.

There is no sense of movement or action in Ottawa, just the idea of government by crossing your fingers, hoping that Jean Charest's new ministers even loosely will somehow hold the country together. The Prime Minister is someone whose on success be underachievement.

That's not good enough and it seems to me that most journalists ought to cease not fighting for a Canadian future, instead of *allowing* it to be lost by default. I'm tired of the artificial attempts at objectivity that characterize Canadian journalism. If the assessment of "objectivity" means fairness and accuracy, then reporters must of course *mean* to see their story of evidence. But since objectivity is unachievable as it is impossible. The trouble is not that Canadian journalists distort the truth; the problem is that so many of them have reached professional maturity without harbouring much of a notion about what they themselves believe in—except disdain. They don't possess the beginning of an idea of what the country must do to survive.

Within the limits of truth and libel, any journalist's most essential talent is to define what's newsworthy, and what's not—to deal ably with the torrent of news, testimony, reports and oral ballroom that arrive daily in our e-mail from an unfathomable universe. But that's only a narrow view.

Perhaps those of us who scribble for a living ought to be served this way. I'll send future readers after every word.

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Education Notes

Home fires burning

Parents fight to keep education in the election spotlight

The offer was unconventional, but provided ample evidence that parents are determined to keep education on the front burner during Ontario's heated election campaign. In a letter to Premier Mike Harris, three Ontario parents of special-needs children each vowed to donate a kidney to anyone in need if the money went to preserve educational services for their kids. Funding reform has triggered dramatic cuts to special-education programs. In the Ontario-Catholic district alone, the budget for special-ed services, including speech pathologists and psychologists, has been cut by \$20 million to \$43 million.

Harris, himself the father of a child with cerebral palsy, has yet to reply to the letters. But the signs of discontent are not limited to parents. Last week, negotiations between the government and 273 teachers at conventional facilities and 15 provincially run schools for the deaf, blind and learning disabled broke down over salaries and job security.

Still, many parents fear their message is being drowned out in the debate over health-care issues, which most surveys show is the number 1 issue on voters' minds. "Education is not as sexy as



Kiddler (right) at a Toronto protest: beating the odds

health care because we don't have bodies covered in blood," says Annie Kiddler, a co-founder of People for Education, a Toronto parents' group. "Although at some point, it will become an emergency." Kiddler's group is receiving about 30 calls a day from parents concerned on distributing leaflets or posting up-town signs. Says Kiddler: "The health of the public education system reflects the health of the whole society."

Degree deluge

Tuition may have risen an average of 67 per cent since 1993, but it has not deterred a growing number of students from pursuing a university education. According to the Association of Univer-

sities and Colleges of Canada, the number of degrees granted by Canadian universities has jumped by 53 per cent over the past two decades. Women have been the driving force behind university expansion, accounting for 75 per cent of enrollment growth since 1982.

Still, many ask whether a university degree leads to a job. This month, the Council of Ontario Universities issued a report showing that roughly 91 per cent of the province's 1996 graduating class found work within six months, and 96.7 per cent were employed after two years. Information on how many of the 25,000 grads surveyed obtained work in their chosen fields will be released later this year.

But while the prospects look good, some educators say Canada risks losing its competitive advantage as other countries, including South Korea and Ireland, invest heavily in universities. Says Herb O'Hara, an economist at AUCC: "We have a very important question, but we've let it slide in the past few years," he says. "We do that at our own peril."

Work for grads

Employment rates for Ontario's 1996 graduates, by program	Six months after graduation	Two years after graduation
Medicine	100	99.6
Business and economics	94.5	97.7
Engineering	93.5	97.4
Sciences	91.8	96.4
Computer science	90.5	98.7

Celebrities on campus

He is the ultimate big picture guy. And earlier this month, George Ferguson, one of the pioneers of laser-gamification technology, helped lead off the annual parade of those receiving honorary degrees. Ferguson, 69, was honored by his alma mater, Victoria University, which is federated with the University of Toronto. A fellow Via grad, film director Norman Jewison, paid tribute to Ferguson's rare celebrity. Jewison even invited to scenes from the latest *Indiana Jones*, which chronicles a journey along the Yangtze River.

Other grads have had to settle for a less spectacular display

but the ceremonies have been no less star-studded. Recent honorees include CBC anchor Peter Mansbridge at Mount Allison, and Czech Republic President Václav Havel at the University of Manitoba. Last week, UN was critical of its own Louise Arbour accepted an honorary degree from the University of New Brunswick. Cited as a pioneer in the field of human rights, the Quebec-born judge passed everyday acts of bravery. "Your professional accomplishments will never be the true measure of your worth," Ashour said graciously. "It takes courage to yield, not to win, to compromise, to forgive, when the personal rewards are so great that they may blur the harm to the common good." A voice of suspension



Sports

Backing the unlikely Leafs

Curtis Joseph, a soft-spoken family man, leads the Toronto Maple Leafs in their quest for the Stanley Cup

By James Doreau

There is a widely held notion in hockey that goaltenders are not usually married, the proposition being that right-chauffeur-fallen get out of the way when hard shots are fired at them from point-blank range. Curtis Joseph, the Toronto Maple Leafs' backstop, offers an opposing image: Never mind that he is a rack-and-stack Cajo, after a mild dig from a Stephen King horror novel. The guy behind the marking mask is a soft-spoken family man who lives with his wife, Nancy, and three young kids—daughter Madison, 7, and sons Taylor, 5, and Timmy, 2—on 21 paved hectares in home country an hour north of Toronto. Away from the arena and the celebrity fan frenzy he attracts, he chews the golf course for occasional drills, and opts for home to keep his feet on the ground. "At the rink, there's all this attention, and that's nice as

a way," he says, not sounding overly concerned. "But I enjoy being home. I can just be dad, the guy who takes the garbage out."

See or not, goaltenders are the foundation on which most Stanley Cup championships are built. Because Foster was the MVP in both the Philadelphia Flyers' seasons in 1974 and 1975, and Patrick Roy was practically indispensable as the last line of defense for the 1986 and 1993 Montreal Canadiens and the 1996 Colorado Avalanche. So it is no surprise that the other three starting goalies still in the current National Hockey League playoffs—Dwight Gooden of the Buffalo Sabres, Roy in Colorado and Ed Belfour of the Dallas Stars—have all been instrumental in their teams' success. Still, none of these men relied more heavily on their coaches in the playoffs than the Leafs did on Joseph. The

32-year-old who grew up in Sharon, Ont., kept Toronto in contention during being overlooked as times by Philadelphia and then Pittsburgh, enabling the Leafs to become the first Canadian squad in five years to advance to the Stanley Cup semi-finals.

The modest Joseph backs up at suggestions he is single-handedly won the first two playoff rounds for his team, awarding inquiries that he is not a player in a team game. But the highlights suggest that without him, the Leafs would surely have faltered. And playoff heroics are nothing new for Joseph. He produced similar feats for the St. Louis Blues in the early 1990s, and more recently for the Edmonton Oilers, for whom he made perhaps the most famous save of the decade. During overtime in Game 7 of the 1997 Western

Conference quarter-finals against heavily favored Dallas, Joseph miraculously backhanded away a sure goal by the Stars' Joe Nieuwendyk, then watched as the Oilers' Todd Marchant sped down the ice to score the series winner.

Last season, as the best available first-year goalie and therefore too expensive for the first-year Oilers, he assumed a variety of offers and signed with Toronto for a whopping \$35 million over four years. Not bad for a guy who took up the game late by hockey standards (in 1971, was told to play goal because he could hardly skate and was not drafted when he became eligible. "I wasn't good enough," he says flatly. But he got better, and was signed by St. Louis after completing only one year of college hockey at the University of Wisconsin. "We learned to skate," he says with a winkle of a smile, "and it has really helped my game."

Joseph's mild demeanor is deceptive. None of his previous teams had a goaltending coach, so he is largely self-taught, blending the two most common styles—

stand-up and butterfly—with speed, grace, pinpoint accuracy that are purely his own. "The coach says you should stand up, face the shooter and keep your legs together," says fellow Leafs goalie Glenn Hasty, Joseph's backup and friend. "Not Curtis. He'll block them with the back of his head if he has to."

The Leafs do not have a goaltending advantage over the Buffalo Sabres, who counter with all-world Dominik Hasek, the two-time NHL most valuable player. It was the Gmely-like Czech who belittled Canadian shooters at the 1998 Olympics, and who led the upset Sabres into last year's conference final. But the Leafs, who failed to make the playoffs a year ago, have regained all respect in a season when seven rookies—Kim Dryden and Mike Smith have watched veteran players move back home. Young defenseman Daniel Larsson and forward Mike Johnson blossomed into reliable performers, as did role players such as Kris King and Garry Yulc. Veteran free agent Steve Thomas proved a deadly sniper as captain. Matt Sundin wing, and defenseman Yousaf Pershad, acquired via trade after injuries to Alvin McCauley and Igor Koriolov, is a timely scorer and excellent faceoff man.

Presiding over this oddly assembled bunch is veteran coach Pat Quinn, head but humble: His experience—among other things, he took the 1994 Vancouver Canucks to the Stanley Cup final—gave his young team confidence. He assigned a variety of offensive systems that freed his players to use their standing skills, and earned the Leafs into the highest-scoring team in a league too often shrouded with head-on-inducing defensive strategies. And in the playoffs, his decision to insert rookie league call-up Nystrom revitalized Toronto's skunking top line against Pittsburgh. Looking down a corner with little postseason experience, however, Quinn says he has no idea how the Leafs will handle the pressure. "But the team, so it was finding out about itself all season long, found a way to bounce back after bad games," he says. "So that, more than anything else, gives me confidence."

Joseph, too, has settled the nerves of



Goalie at postcard observing the Penguins' opportunity on the move

his mates by remaining calm in the chaos of the moment. Pittsburgh, led by the incomparable Jaromir Jagr, threw everything at the Toronto net during the second round and, time after time, Joseph made the saves. "When you're a young defenseman and you make a mistake that ends up on the scoreboard, it kills your confidence," Hasty says. "But with Curtis in the net, those mistakes don't usually end up on goals."

The only specific goaltending instruction Joseph ever got as a teenager was at a brief summer hockey school where the head coach was Johnny Bowen, and it was Bowen who confided with Terry Sawchuk to backstop Toronto's last Cup victory, on May 2, 1962. Joseph was exactly three days old the night those old Leafs beat Montreal and bowed the silverware. It hasn't happened since, and the current version is nearly aware of the opportunity they now face. "When you're a young player, you think there will be lots of championships to come," Joseph says. "But I know now that it doesn't happen that way, and you have to take advantage of the chances you get." With Joseph, the unlikely Leafs still have a chance. ■

A Cannes-do event

Stars and deal-makers all flaunt their stuff at the film festival



By Brian D. Johnson in Cannes

They were the two most famous Canadians in Cannes, and Toronto boys making good on the French Riviera. Both were holding court at the fabled Carlton Inter-Continental Hotel, but they might as well have been the different planets. Deshaan, director *Avatar* Egyptian was being fired at an elegant dinner before the red-carpet world premiere of his film *Felici* Journey, a soap melodrama in competition at the Cannes International Film Festival. Upstairs, at a posh lounge overlooking the Mediterranean, Mike Myers was promoting his forth-

coming sequel *Austin Powers: The Spy Who Shagged Me* even though it was not being shown at the festival.

Myers, looking profoundly casual in a T-shirt and baseball cap, appeared unimpressed of Egyptian film. He had managed to sneak his beloved *Mike* Levi through the NHF playoffs by going online with a laptop computer. But he was too busy being a movie star to see movies, so to cheer on a home-town sinner's bid for the Palme d'Or, Myers came for the first time. It was overwhelmed by the intensity of it all. "Austin Powers would lose

in here," he said, "but Mike Myers is unfazed." The modest young comedian was still in recovery from having his pants stolen. "We got put in this motorcade," he said, "and it's crowded and noisy and hot, and people are screaming. We get taken to this tent. Then one side of the tent falls down and there's, like, 5,000 photographers. It felt like that scene in *Madagascar* Hot Lips is taking a shower. I didn't know what to do. It was a real *La Dolce Vita* moment."

Egyptian, meanwhile, is a Cannes veteran—*Felici* Journey is his third film



Greenberg (top) Cassidy, Egyptian, Khannan, Gibson after being blocked by security guards from joining entry to their new post-premiere party. Khannan wanted getting loud and abusive in French, and they finally let us in

in competition after *Enter* in 1994 and *The Secret Menace* in 1997—but he had his own party, even with such celebrity chaos. After the premiere of *Felici* Journey, which was warmly received by the black-out crowd of 2,500 spectators, he had trouble getting into his own party. As he and his wife, actress Amanda Khannan, waited, *Felici* producer Mel Gibson and his entourage into the suite on the beach, security guards rudely shoved the couple back against a steel barricade. "I immediately started getting very loud and abusive in French, and they finally let us in," said Khannan afterwards. Egyptian, meanwhile, was still fussing with admirers from the premiere. "I was upset because that I thought I'd be," said the 38-year-old director. "No more how much you think you're used to it, it's a very weird experience to present a film to the world."

A cocktail of Hollywood glamour and French festivity, Cannes is a really special festival in one. For stars like Myers, Gibson, Sean Connery and Elizabeth Taylor it is a media circus. For the legions of producers and distributors begging through the media, it is a vast outdoor show. For Egyptian, and the other 21 directors with features in official competition, it is

the high church of international cinema—with the covered Palais des Festivals as the altar. Then there's the Director's Fortnight, a kind of alternative festival where unknown talents can win international recognition overnight. That is exactly what happened last week to Toronto's Jeremy Podows, director of *The Two Faces*. "It's like an out-of-body experience," said the 30-year-old writer-director after seeing a rapid audience break into a prolonged standing ovation at the end of his premiere. Podows was courted by the old Hollywood wire agency Wilton Miers. And he found himself sharing a panel with critic Roger Ebert and directors Rian Howard, John Sayles and Spike Lee. "I was sitting between Ebert and Sayles," Podows recalled, "and I kept wondering, 'Where the hell am I? I thought I was like this yesterday.'"

Meanwhile, for the 6,000 media men and women who stare at camera audiences, the Cannes experience sells by itself—the collision of event and image.

Opening day. The first film in Jeremy Greenberg from London to surprise his friend, gay president David Greenberg, onstage at the inaugural ceremony. Greenberg's always acknowledged his 1983 Greenberg movie, *Dead*

Regress, as the turning point in his career. And Greenberg agreed to do an interview in the car from the Nice airport. But he arrived in late, the narrow stair take place in a helicopter. Looking like one of his more wounded characters, Greenberg stood up in a tan jacket and spooly little sunglasses, a battered leather bag slung over his shoulder. As he went for his luggage at the Nice airport, he handed out cigarettes and signed a constant stream of autograph seekers, signing with an omnipresent scroll that scrolls over the page like an extended sigh. The helicopter whisked him to Cannes, and a car deposit him at the Carlton, where an appropriate hoards of fans and cameras is waiting to confirm his celebrity.

The opening night film, which plays out of competition, is *The Barber of Seville*, an over-the-top epic by Russian master Nikita Mikhalkov, which cost \$60 million and captured Timor at the Moscow film office. With British actor John Cusack instead as an American cowboy who falls in love with a Russian girl in 1996, it plays like an over-the-top *Shogun*. Despite some missing visuals, the film lurches on for three hours, laughing between faces and melodrama like *Ben Hur* on a border.

The competition itself opens with a shock. *Pole X* is a film of French, self-indulgent arrogance by French enforcer *Le Lait Cuit*. It follows the self-destructive odyssey of a young novelist (Guillaume Depardieu) who is intensely involved with his mother (Catherine Deneuve), then strangles her, and her fiancée, to escape with his ghostly half sister (Katherine Goldstone). The movie includes an amazing scene of bad-core sex, which leads to the inevitable nose-bleeding question: were Depardieu and Goldstone really doing it? The embarrassed answer suggests that, yes, they were. *Pole X* is a man crush a movie movie: in the next film screened, *Whodunnit*, another man crushes a movie screen. But *Whodunnit*, by British director Michael Winterbottom, is quite wonderful. Short on documentary style, it is a wave of black lies in

working-class London—unlured women, neglectful fathers, an abandoned child. Miraculously Winnetou pulls a cathartic out of that cold fire with a sensational childbirth scene, played by Canadian actress Molly Parker. Parker she stars in *Podewils: The Five Senses*, set in another world child suddenly goes missing. It, too, presents an ensemble of alienated lives, but in a style of suspended misadventure highly reminiscent of Eisenstein.

Spanish director Pedro Almodóvar provides the festival with its first solo hit with *All About My Mother*, an ode to actresses, and women who act in every sense of the word. With *Cyrilus* visuals and a subversive wit, Almodóvar creates candy for the eye and the mind. But he also reveals a new emotional depth via Cecilia Roth's powerhouse performance as a mother whose son is finally hit by a car while he chases a stage actress for an interview on his 17th birthday.

As the festival unfolds, lost children seem to be everywhere—from the mutilated body of an 11-year-old girl in

Cannes is several festivals in one, including the alternative Directors' Fortnight, where unknown talents can win international recognition overnight.

Thomas Mann's *L'Amant de la femme* is the passionate young man in *Sophisticated Love*. But neither is that theme most haunting (this is *Fabrizio* again). Based on the 1935 novel by Irish author William Trevor, Cassidy's eighth novel is about Felicia (Elaine Cassidy), a naive 17-year-old who travels to Birmingham from her home in rural Ireland in search of the English lad who made her pregnant. Instead, she finds a kindly canteen manager named Hildred (Bob Holman), a gentle psychopath who befriends and seduces her. It is a beautiful, spare drama, essentially a two-character piece. But Cassidy adds a veiled flourish of comic relief as Hildred's mother, the Bumblebee hour of a 1950s cooking show that she made with her car when he was a boy—and which he now watches obsessively on videotape.

Pedestals journeys is a thriller that builds



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inspire without a visible drop of bloodshed. While his predatory career carves the English industrial landscape with a sense of brooding menace, Egoyan filters the novel through his familiar scrapbook of shuffled narrative frames and video references. But never before has he drawn such natural, intense performances from his actors as the core psychopaths. Holden is a scientist

Political Journey works against the grain of thriller conventions with such subtle force, however, that some critics, notably the Americans, are left cold. "I don't think I'll ever have as unanimous an American response as we had for *The Sweet Hereafter*," Eggey concedes, referring to a book that won those awards in Canada two years ago.

But the director gives an aside: In fact is actress Faye Dunaway, who told him *(fiction)* *Swaney* brought her to tears. At the party afterwards, she wanted to know all about his past work, and was shortly being hunked up as a candidate to direct a pet project in which she would star—the life of Ava Maria Callas. Swaney, standing by her husband's side, informed her that she, too, is developing a Maria Callas movie. Ah, so that would be as producers. Dunaway smiled. No.

she would waste it and ruin it, replied Khunjuun. Damsay, her expression hardening, said there would surely be room for two Mara Cullis' noses. "Of course," says Khunjuun heartily, laughing about the encounter, "and they could both play in competition in Cannes the same year."

At week's end, the outcome of this year's competition is anyone's guess. After days of dark, heavy, inescapable fire, a string of American films lightens the mood. Jim Jarmusch offers a whimsical take

on the 12-year giant, casting Pines Withered as a Zen grandmaster in *Glenn Dog: The Way of the Samurai*. Sayles goes off on his beaten track with Lemoine, about those characters lost in the American Bush. Tim Robbins marches in *Candy* (1996), a shattering piece of social realism about a '60s political theater project in Manhattan. And David Lynch, famous for the postmodern perversity of *Blue Velvet* and *Twin Peaks*, ironically announces the end of movie with *The Straight Story*, the true tale of an old man, played with sublime dignity by Richard Farnsworth (*The Grapes of Wrath*), who drives from Iowa to Wisconsin on a John Deere lawnmower. "America is 400 miles on foot," is how Lynch describes it.

Spider Lilies' *Summer of '69*, since while, in the hottest nook in the "Dimitrios" Pantheon. Amongst to recuperate the style of his 1969 breakthrough film, *Do the Right Thing*, he conceals another prison-cum-drama about a New York City neighbourhood creaking in the strains during a heat wave. It is the summer of 1997, and small killer Denzel Washington is confronting the Italian-American section of the Bronx. He throws together a hard-boiled dossier of murder, drugs, class, punk, pornography, substance, legacy and vigilante war. Apparently, for the third time in his life, the spirit of his subject, *Summer of '69*, is back in the park. *Summer of '69* seems alarmingly desperate for criticism. It is a far cry from the early criminal portraits of a serial killer in *John Doe*. And, not half as scary.

Automotive Marketplace

ONTARIO

Vehicle Quality and the consumer

By Dennis DesRosiers



The automotive industry is sometimes accused of being unresponsive to consumer needs and desires. And, in fact, there are areas where the industry does deserve criticism.

But in the area of overall quality the automotive sector has earned and deserved a five-star rating. For some time now, the mainstays of the industry at the research, design and development level, at the parts supplier level and in the vehicles assembly level have been "quality", "quality", "quality" and "more quality". And that thinking is more than just philosophical. On a practical level, quality is now designed and engineered into vehicles by vehicle and auto parts manufacturers.

The high technology of today's vehicles, however, does not mean that a situation where everything in them is becoming more complicated, although it might seem that way when you look under the hood. Paradoxically, complexity often results in more quality.

Automakers recognize that if an automotive product is difficult and complicated to manufacture, then it is likely that problems will arise and quality will suffer. Therefore, by engineering vehicles with fewer parts and less complex designs, the industry has simplified the manufacturing process and produced higher quality products.

Vehicle manufacturers are also involving their suppliers to a greater degree than before in the design process. There is an old Harvard Business Review adage which says, "Companies should stick to the business they know." Who is better at designing a braking system or the suspension for a vehicle? A big behemoth vehicle company or a lean-and-mean parts company which only works in one area of the vehicle, such as

braking or suspension systems? The answer, of course, is the parts supplier.

This is why parts suppliers are being actively involved in the design of vehicles from the beginning of a vehicle's development program. Thousands of engineers at these supplier companies show up for work each day at the design and development studios of the vehicle companies rather than at their own companies. They work hand-in-hand with vehicle company engineers to their own expertise. All in an effort to improve performance and quality.

The vehicle companies are also asking their parts suppliers to take on more responsibilities for manufacturing vehicles. This development has also accelerated the trend for parts suppliers to be much more than simple providers of single components, such as brake shoes. Canada's leading parts supplier, Magna International, is now referred to as a "systems integrator." Magna not only designs and develops entire auto systems but manufactures them for incorporation into vehicles as they roll down the assembly line. For example, Magna supplies the entire interior for the Chrysler Midtown: seating, instrument panel, door panels, head liner, carpet, and cup holders. They do this with greater quality

than was ever achieved in the past — and at lower cost. A similar movement to system integration is taking place among other major suppliers. The consumer is the winner.

This movement to greater parts supplier involvement is often mislabeled as the "outsourcing" of parts. Unions tend to fight outsourcing on the grounds of union jobs. The reverse is true. In actual fact, much outsourcing took off in Canada right by 30 years ago, employment has increased from under 130,000 jobs in the automobile manufacturing sector to close to 160,000 jobs today. Employment is going up by 700 to 800 jobs a month and, at the same time, consumers have higher quality vehicles.

The real reason vehicle companies seek out outsourcing is because they were able to exert pressure on the big Original Equipment Manufacturers who were reluctant to tangle with their unions. At the parts supplier level, in contrast, there are no unions. These companies have very competent management, pay similar wages for equal work and put their workers at the very top of the manufacturing process. Workers are treated well and paid well, so there is labour peace. This frees employees and allows them to concentrate on what they do best — making higher and higher

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quality products rather than fighting with management and getting involved with union politics.

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Today's automotive products are well built, use advanced

**TODAY'S
AUTOMOTIVE
PRODUCTS ARE
WELL BUILT.
USE ADVANCED
MATERIALS THAT
DON'T WEAR OUT
AND THEREFORE
LAST CLOSE TO
TWICE AS
LONG TODAY
AS IN THE PAST.**

designs today than a decade ago in terms of cost-per-year of driving for the purchase price.

There used to be a saying that "a vehicle loses half of its value the moment you drive it off the car dealer's lot." That is no longer the case. With newer vehicles, a consumer can drive 30,000 to 35,000 km per year and after four years have a vehicle still worth half of the purchase price.

That is quality any way you look at it. And it is a positive word for the consumer and the hundreds of thousands of Canadians working in the auto sector.

vehicles that don't wear out and therefore last twice as long today as in the past.

A consumer who is comfortable only when driving a new vehicle used to be able to keep a car for only one to five years before having to replace it. Now, that same consumer can drive a car twice as long, eight, nine or even 10 years before requiring major repair or replacement. Yes, vehicles do wear a lot more today than 10 years ago, but when you factor in the increase in durability, a vehicle is actually

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Authorized Automotive Body Shops Properly Equipped to Handle Work



David LaLonde

For most people, being involved in an automobile accident is a very stressful and frustrating experience. In connection with the accident, the last thing they need is to experience poor body repair work on their vehicle," says David LaLonde, vice-president and general manager of Don Valley North Lexus Toyota Limited in Markham, Ont.

LaLonde, who is also chairman of government relations for both the Toronto and Ontario automobile dealers associations, strongly recommends that when bodywork needs to be done on your vehicle, check with your dealer first.

"Most automotive dealerships either have their own body shop or work with approved shops, whose people have been trained by the manufacturer," he adds.

"Most importantly, your chance of having an expert work on your vehicle with the right equipment and parts are much higher than in an establishment unknown to you. Our approved body shops work with the manufacturers' repair materials, receive their technical bulletins and have the approved equipment to handle the work. For example, we stock such items as custom moulding and trim clips. Other shops may use other types of clips and they may make do in terms of the job. This is how squeaks sometimes get started," says LaLonde.

"In addition to the actual bodywork, a dealer's shop will be able to provide the right paint colours as they are used to mixing these colours as well as applying them. One of the benefits in dealing with our shops, is that they can afford the capital investment required to carry out the work. A good body shop

requires about \$500,000 in equipment to do the exacting work required on the wide assortment of vehicles offered by most manufacturers," LaLonde says.

"This means they have top-of-the-line paint booths and preparation stations, frame strengthening stations, alignment machines, etc. on-site."

LaLonde says for most dealers, "the body shop is the part department's second-best customer after the mechanical shop. Many dealers have one person in the parts department totally dedicated to getting parts for collision to their body shop. They work hand-in-hand and on a day-to-day basis with the collision shop resulting in priority treatment. This means faster turnaround, better customer relations, all at extremely competitive prices."

"It is also important to note that because of the dealer's financial strength, if something goes wrong at the body shop, the dealer will be there for the customer as a back up. In addition, there is always the manufacturer to go to if the dealer lets you down. You will probably not get this type of support by going to a nonaligned repair shop."

In addition, he adds, insurance companies usually send around their appraisers to check on the quality of the body shops work and their prices.

LaLonde says that even though his own firm sells parts to independent garages and body shops, a dealer's first relationship is most naturally with his own customer. "We view body repair work as part of our overall customer service. If the job isn't done right or on time, we risk losing that customer's business when it comes to buying another car. Dealers can't afford that."

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For the Record

A change of tempo

Three singer-songwriters release breakthrough albums

Whisperhouse

Ron Sexsmith
(Demoscene/Decca)

Ron Sexsmith's understated vocals and simple lyrics mask what is actually a formidable talent. To be sure, Sexsmith has his share of fans—Elio Castrillo and Paul McCartney among them. But a commercial breakthrough has so far eluded the baby-faced son of St. Catharines, Ont. That may change now. *Whisperhouse*, which has a robust quality that makes the singer-songwriter more not simply sensitive but even at times eccentric. *Wonderful You* With its clanging bells, growling organ and lush strings, the lone song leans the cinematic sweep of a Randy Newman number. And *Our Guy Morning*, about postmen, has all the goodness of a drunken David and Lucretia. Meanwhile, the poppy *Not for You* may be the closest Sexsmith has come to recording a radio-friendly pop tune. His mid, small songs still dominate, but *Whisperhouse* is a grander, happier album. For Ron Sexsmith, however, that is music to the ears.

Chorus

Laurel MacDonnell
(WEA/Reprise)

Although it contains Gaelic songs and features such traditional instruments as uilleann pipes, *Chorus* is no garden-variety Celtic album. The Halifax-born MacDonnell uses a much broader musical palette to create an adventurous, cross-cultural sound. *A Uing* and *A Prayer* juxtapose ancient children's verse with high-gitched, pulsating verses inspired by modern American composer Steve Reich, while *Agus Du Anais* Weir Africa percussion with text from the Roman Catholic mass. Sometimes, all this experimentation leaves the listener out in the cold. But MacDonnell has a powerful, entrancing voice, and often succeeds in casting her eye, especially on



Sexsmith has first radio-friendly pop sound

the enigmatic, windswept *Seil W' the Lamps*. With a number of her songs remixed into dance versions, Laurel MacDonnell is re-defining Canadian folk music.

Johnston

Oh Susanna
(Globe/Square Dog Records/Decca)

Everything about Canadian singer-songwriter Suzie Ungerleider, also Oh Susanna, is steeped in history, from her Stephen Foster-borrowed stage name to the period-piece songs on her astounding sophomore release. Only one—the sweet title track, which a producer's murder—directly mentions the singer's 1850 blood in Johnston, Ill. But many of the other folk and country songs on *Johnston* deal with death and desolation. In *Old Kate*, the mother watches her lover "wash away" while in *The Bridge* a woman plunges to a white grave. Yet the album nevertheless tones down its melancholy. The sensuous *Alabaster* is an uplifting love song and the yearning *Home Sweet* is brimming with hope. Ultimately Oh Susanna's passionate vocals and evocative, backward-glancing songs make her one of new music's brightest lights.

Nicholas Jennings

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Health

Treatment on trial

A famed anorexia clinic fights for its licence to operate

Although Alex Garcia speaks in quiet, measured tones, the hearing room is riveted. "I got a call last one night from Peggy saying Lucy had escaped. 'Get over here!'" says Garcia, a former caseworker at Victoria's controversial Montreux anorexia clinic. He is recalling a night when a 22-year-old patient, identified only as Lucy, ran away, threatening to kill herself. "Peggy" is Peggy Claude-Pierre, a Victoria mother of two anorexic daughters who founded the Montreux Counseling Centre in 1993. Her second goal: adding the word of the dangerous eating disorder through a program of strict supervision and constant personal support in a non-institutional environment. Six roller-coaster years later, the clinic's operators find themselves at a hearing in a basement meeting room in Victoria's Oak Bay Beach Hotel, defending themselves against a B.C. health ministry attempt to revoke their licence over 26 alleged violations of the province's *Care Facility Act*.

In the case of Lucy Garcia mother, Montreux staff found her alone the night she was missing. It convinced her plan to get her two daughters and herself from a dangerous, out-of-control and out-of-control. She did all those things, Garcia says, but before putting out the phone her mother from a local room and an ambulance go to her in time. Lawyer Guy McDonald, representing the health ministry, says the hearing is not about Claude-Pierre's qualifications or theories but about the health and safety of patients. With the testimony of Garcia and nine other witnesses, he is trying to establish that the staff was simply incapable of treating and protecting the seriously ill anorexia patients in their care.

The Oak Bay Beach Hotel is only a five-



Claude-Pierre, based on Openk as an angel on earth

minute drive from the clinic, a mission in Victoria's more Rockland neighborhood. But the Claude-Pierre, it is a world away from her heady days of sedition on such popular U.S. TV programs as *Opah* and *20/20*. In 1996, Claude-Pierre told the BBC that with her program of 24-hour care and an occasional love, she had a nearly 100 per cent success rate. Parents clamored to have their children released, despite the \$1,400-per-day cost.

Claude-Pierre pursued wide support among professionals. Dr. Charles Markwald of the American Association and Richard Asanuma, who appeared with her on the *Montreux* film show in New York City, and advice could have been her constant to "tearing the curtain" and giving patients round-the-clock, loving care. But many in the field were openly skeptical. Dr. Alan Kaplan, head of the eating disorder program at Toronto General Hospital, calls her cure rate claim "unbelievable."

Now, after uncounted dozens of young



The Montreux clinic, concerned about the safety of patients

patients have passed through the clinic's doors, McDonald is arguing that the staff "does not have the skills and ability to operate the clinic in compliance with the act." The government's accusations include lying to the licensing agency, brutal force-feeding, failure to deal with outside attempts and mistreating a four-year-old boy who lived at the clinic despite an commitment not to admit any patient under 12.

Montreux's troubles started in 1997, with some co-workers complaining to the government about what they considered to be abusive practices. After an investigation, the ministry alleged more than 20 violations of the act in June 1997, including force-feeding patients and holding them against their will. Still, Montreux was allowed to continue operating on the condition that a registered nurse be present.

But in November, 1997, another probe was launched, fueled by new complaints from former employees. The ministry's investigation reported last month that they had identified 26 violations of the act. They set the scene for the current hearing, in which Dr. Richard Sawicki, the regional medical officer of health, will hear the clinic's defence and decide in fact. Representing Montreux is Barbeyan Victoria lawyer Dennis Murray, who repeatedly insists inside and outside the hearing room that the clinic is not some dangerous restriction unit of Charles Dickens. In his words, he says, "unlike the 'gentle' patients' with the often difficult, unruly or patients."

When he starts presenting the clinic's de-

fence this week, Murray will have to convince Sawicki that it did the right thing with young David, who was just 3 when he entered Montreux for what became a 14-month stay. The boy's mother, who lives in New York, has told a reporter that Claude-Pierre knew as soon as she saw him that he was anorexic. "Nonsense," responded Dr. Bryan Link, a recognized British authority on childhood anorexia, when told of that diagnosis. "I have never seen a three-year-old with anorexia nervosa, and nor has anyone else in the world."

One of David's care-workers, Heather Harker, testified that in about a year she saw little unusual about David physically, except that he was a small child. She said it upset her that David, who was kept from his mother for months at a time, would cry out in the night, "Work, work." His primary care-worker was Garcia, who alleges David was force-fed baby food and cream, sometimes so harshly that his gums bled. Garcia said that Montreux management considered the boy to be an "inpatient" and that for long periods David was left in the care of Lucy, the woman whose inside strength Garcia has described to the hearing. Giving her responsibility for a toddler, says McDonald, was inappropriate.

But Murray says that, however unorthodox the clinic's methods may appear, he has a more relevant witness in the case of David: the boy's mother. She says David, now 6, is one of his two brothers, the youngest, and is "at the head of his class" back in New York. Lucy, too, is doing well, says Murray. Originally scheduled to wrap up this month, the hearing will now adjourn on May 31, then resume for at least six more weeks in July. Murray promises testimony from reports and former patients. But the critical witness will be Claude-Pierre herself. And for Sawicki, the task will be to determine if she is, as Openk Winfrey called her, an "angel on earth"—or the operator of a refuge that is unable to care for its patients.

Patrick Corbett is in Victoria

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Allan Fotheringham

Out to lunch at the CBC

The idiots who are running the CBC are fit to be put in a straitjacket, not to lunch, but never think.

The latest brilliance is in dropping Lester B. Pearson, whose every move was the source of what the CBC used to call for, intelligent staff for intelligent business.

These are the same idiots who have killed off Patrick Wilson's highly intelligent evening news on Newsweek, because they apparently want to appeal to all the teenagers with nose rings and tattoos, all those viewers who move their hips when they read.

An Robert Fulford, the singing intellectual in Canadian journalism, pointed out in a recent magazine piece, Walter has evolved into the best interviewer on TV in Canada. She now is better than CBC TV what Peter Gosselin used to be in CBC Radio, a producer who can extract from a guest stuff that even his mother didn't know.

These would be the same bureaucrats, out to lunch as usual, who in the case of *Prime Time Live* know the show was killed by the romantic notion of a conference call. Peter Gosselin learned about it when they called his secretary, not Bessie, who only was the main personality of the show for every one of its 37 years.

They allowed that, in time, there would be an official lunch where all the usual clichés of drinks would be laid out.

As a matter of course, I wrote the Head Idiot of the CBC department in charge of the show. I said the way they handled Bessie and Bessie Kennedy and Fred Chappin was a disgrace. All they needed was a nice champagne lunch, announce the long-in-the-tooth show was to be raised and everybody would be happy.

But to make the situation out behind the bars and show it in the desk was disgusting, I suggested. And guess what? They cancelled the lunch! To this day, not a single CBC executive has called to Bessie or thanked her.

The corporation of idiots, under Peter Wilson, has been a disaster. As could have been predicted. The cynical Joan Chelton hates the CBC because he believes in Quebec separatism. Radio Canada, a full of (probably true) nonsense.

As an example, we've had the Clinton puppet, press secretary Peter Donnelly, try to bully the CBC into releasing a fine reporter, Tony Mitnick, after revealing what really went on in shielding doctors at the APEC conference.



The cynical PM turned over his own mission when he assumed Bessie, a defunct Tony Bennett, as CBC boss—merely to deflect attention from the usual flood of Liberal patronage appointments. Bessie, privately wealthy, is a snail, an MP in 22 who had done nothing but politics all his adult life. At 40, he was named communications minister and named a *Globe and Mail* reporter to his office. Describing himself as a "jackass-junkie," he said he had just bought a compact disc. "Do we have 59 seconds to spare?" he asked.

He passed the burden on a CD behind his desk. There was a loud crack when the CD was thrown. Bessie with drinks and a strongly worded quality. As a recording it was terrible but, as a document, Bessie pointed out, it was unique: the picture of a defunct Chappin recording.

"This is the oldest recording in existence, 143 years old," says Bessie, explaining its origin. It was found in the basement of 1930 by construction workers digging in Nebraska, a town in central France.

They found a steel box, containing a glass cylinder and a barely legible letter from an obscure inventor named Hippolyte Ser, who perfected a primitive method for recording sound, and tried it on his neighbor, Chappin, in 1847 (which would have been 30 years before Edison invented recording).

The press now ministers, who has photographed an article before the interviewers. "I think there are three wonderful ways in which this relates to our department. First, you have the artist performing his work as he would it."

"Second, the technology affected this ancient choice and the type of points Chappin was playing on allowed him to play more quickly than we can on modern guitars. Finally, we now have a technology that allows us to specifically scan and digitize it. The inventor himself had no way of playing the cylinder in its own wood, and had to buy it in his garden. He was forced to use for technology to catch up with him."

Within days, of course, global letters-to-the-editor informed the *Globe and Mail* in French means food. The record label was the unknown XOMA, an acronym for XOMA. The British magazine *Globe* GDA, revealing the scoop on the buried Chappin, explained the number of the business CD was 010481 (April 1, 1981).

And when did this golf start at CBC boss? Finally, April Fools' Day, 1995. Will this madness never end?

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